



UNITED NATIONS DEVELOPMENT PROGRAMME

PEOPLE FOR 2030: PHASE 2 PROGRESS REPORT



Year One of Phase 2 Implementation

October 2023



Message from the Administrator

Launched in 2019, the overarching goal of the United Nations Development Programme's (UNDP) People for 2030 Strategy is to progressively transform UNDP's culture and capacity to deliver more and better results for the countries and communities we serve across the world. Building upon its achievements to date, the second phase of the People for 2030 Strategy (2022-25) has two key objectives: 1) Fully implementing people policies, systems, and tools with the goal of ensuring that UNDP has the capabilities it needs and is able to accelerate impact; and 2) Encouraging and enabling our personnel to give their best in an organisation where the 'how' we work is as important as the 'what' we do; having the right people in the right place at the right time; and resolutely focussing on leadership and management excellence at all levels as a key driver of a high-performance culture and a positive employee experience. These represent some of the essential ingredients for UNDP to advance our ambitious Strategic Plan (2022-25) that ultimately aims to assist our partners across the globe to make game-changing progress towards the Sustainable Development Goals (SDGs).

The impacts of the People for 2030 Strategy have been profound. For instance, more colleagues than ever have benefited from a wide array of new learning opportunities. Through a range of new initiatives, we have attracted and retained exceptional global talent while our internal talent market is opening new doors of progress for our colleagues. This people-orientated and future-driven workplace is vital for UNDP to be a global leader in development. Yet the organization is also cognisant of the fact that the job is not done, and we must continue to strive towards excellence. For instance, UNDP's recent Engagement Survey identifies a number of areas where UNDP can further enhance colleagues' work experiences.

The accomplishments that have emanated from the People for 2030 Strategy could only have been achieved thanks to the dedication and hard work of UNDP's most valuable asset -- our people -- and the work of our human resources professionals in driving forward the strategy in close partnership with colleagues worldwide. As we continue in the second phase of the People for 2030 Strategy, it is imperative that we maintain momentum to achieve its bold vision. In this respect, I hope that this Progress Report can inspire fresh perspectives, creative thinking, and innovative solutions to continue transforming UNDP's culture and capacity to deliver for the 2030 Agenda with our United Nations partners. It will require the active participation of every individual within the UNDP family. Your ability to push new boundaries will be relied upon to ensure that the organisation can not only respond to the many challenges of today but is able to both anticipate and get ahead of the challenges of tomorrow.

Achim Steiner

Administrator

United Nations Development Programme (UNDP)



People for 2030 - Phase 2

Achievements (June 2022 - July 2023)



Excellence in Leadership

278

future leaders supported through the Leaders for 2030 Programme

Onboarding

1,650+

new employees empowered through UNDP's bi-monthly Orientation Weeks



Career Development



10,400

colleagues participated in UNDP's career development webinars; a 22% surge in registrations

Employer branding

250%

growth in followers on UNDP Careers social media pages



Recruitment

275,000

job applications; a 35% increase

Employee Wellbeing



2,711

counselling sessions conducted in 80 UNDP offices

External recognition

CIPD
People Management
Awards 2022

for the Leaders for 2030 and the Graduate Programme

Capacity Building

800+

professional certification courses offered in key corporate areas

Talent Mobility



Two in three new hires came from UNDP's internal talent pool; 15% increase from 2020

Milestone initiatives rolled out



Rank-in-Post *Plus* pilot



Gender Parity Strategy



UNDP Listens



DEI Strategy



Second cohort Graduate Prog

From Vision to Success

People for 2030 initiatives at a glance



Strategic Workforce Management

- **Capacity mapping** completed, pinpointing skill gaps and recruitment directions;
- New **Organisational Unit Restructuring Policy** to streamline restructuring exercises;
- Simplified **mechanisms for the reassignment of personnel** to priority projects in order to address critical needs.

Sourcing, Attracting and Selecting Top Talent



- New **employer-branding** and **recruitment marketing strategies** launched, resulting in a **250% growth in social media following** and a **35% increase in job applications**;
- New **pre-application self-assessment tool** designed and rolled out;
- Bi-monthly **Orientation Weeks** introduced, laying a strong foundation for the success of over **1650** new UNDP employees.



Building Capabilities and Developing People

- **Quantum Learning**, UNDP's new corporate learning platform launched;
- Increase in overall **mandatory course compliance** from 66% (in November 2020) to 85% (in September 2023);
- New **learning dashboard** developed for tracking mandatory course compliance across UNDP;
- Two cohort of **People Managers Certificate Courses (PMCC)** delivered;
- Professional certifications in key corporate areas offered to over **800 employees**.

Excellence in Leadership



- **Leaders for 2030 - Phase 2** launched with 278 future UNDP leaders - double the number of the previous phase;
- **121 Resident Representatives** and **93 senior leaders** in attendance for **Leaders for 2030 Retreat**;
- **Periodic 360-degree developmental assessment introduced** for newly assigned Resident Representatives/Deputy Resident Representatives;
- **Rising Leaders Programme** launched.



Enabling a High-performance Culture

- New **Performance Management and Development (PMD) module** rolled out on Quantum;
- Annual Performance Review: **'Fully Satisfactory' ratings achieved by 99% of employees** in both 2021 and 2022;
- New **Award and Recognition Programme** approved.

Creating a Rewarding Career Experience



- **Rank-in-Post Plus** piloted to enable staff moves laterally, upwards, or downwards by one grade level;
- **Mobility policy** fully implemented;
- 34 career development webinars delivered to **over 10,400 UNDP employees** through the **Career Labs**;
- **Two of three new hires** sourced from UNDP's internal talent pool, reflecting a **15 percent increase from 2020**;
- A **100% satisfaction rate** and a **stellar 97.6 % completion rate** for the **Virtual Development Assignment Programme (VDAP)**;
- **First-ever UNDP Career Week** delivered.



Positive People Experience and Engagement

- **UNDPListens**, a new employee listening architecture, launched to replace the Global Staff Survey;
- New **SpeakUp Culture initiative** piloted in **13 UNDP Offices**.

Building a Diverse, Inclusive, and Equitable UNDP



- New **Diversity, Equity, and Inclusion (DEI) Strategy** adopted and a **Gender Parity Strategy (2022-2025)** launched;
- **Anti-racism Handbooks** developed to foster an inclusive workplace at UNDP;
- **10 National UN Volunteers** deployed in UNDP's Talent Program for Young Professionals with Disabilities.



Taking Care of our People

- Global webinars on **Preparedness for deployment and deployment and families** launched;
- **Support offered in crisis settings** (Turkey, Sudan and Serbia);
- New **Well-being App** developed and currently offering localized information from **78 Country Offices**;
- **2,711 counselling sessions** conducted in 80 UNDP Offices.

HR Effectiveness and People Analytics



- **New interactive data visualisation dashboards** developed to provide real-time data and reports on HR-related topics;
- **Automation from Quantum to the HR Data warehouse** completed;
- Continued optimization of the **UN Gender Parity Dashboard**.



Introduction

People for 2030 represents a highly ambitious and comprehensive effort to overhaul UNDP's people management capabilities and systems, thereby helping the organisation succeed in transforming itself into the leading development organisation for the 21st century.

This report outlines the key achievements during the first year of People for 2030 - Phase Two. Building on the success of the first phase, we can now see the emergence of an Integrated Talent Management System for the first time in UNDP's history and are able to identify meaningful impacts and tangible outcomes of the People Strategy. This shift has enabled the organisation to evolve from a focus on transactional human resource functions to a strategic approach that effectively leverages talent to help deliver on UNDP's mission. The ten Focus Areas in the People for 2030 Strategy set a holistic approach for aligning the organisation's human capital with its overall goals and priorities; it ensures that human resource initiatives are integrated and cohesive and contribute to the organisation's overall success. This contributes to the overall vision of scaling up development impact and building the skills and competencies to respond to future development challenges.

UNDP's efforts through People for 2030 have not gone unnoticed externally. Initiatives from the People Strategy have received external recognition for their transformative impact, including two prestigious awards from the Chartered Institute of Personnel and Development (CIPD) for the *"Best Learning and Development Initiative for a Public Sector Institution"* through the Leaders for 2030 Programme and the *"Best Talent Management Initiative"* for the Graduate Programme, and the 2022 Recruiter Award. Further, in June 2023, UNDP was shortlisted by the South African Graduate Employers Association as one of the Top Three Graduate Employers of Choice in the Charity/Voluntary Sector.

The 10 Focus Areas

The goals set in UNDP’s Strategic Plan, 2022-2025, drive the ten Focus Areas in the People for 2030 Strategy. They reflect the seismic shifts shaping the post-COVID world of work, while equipping UNDP with HR capabilities needed to accelerate development impact. UNDP achieved strong results across the focus areas by creating solid foundations in changing behaviour and enhancing systems and abilities to make UNDP an employer of choice. Together, this will ensure that UNDP has the right capabilities and pipelines of future talent to enable us to meet the challenges of the future.



This report is structured around each Focus Area and sets out the accomplishments under the key initiatives outlined in the strategy, providing a comprehensive overview of UNDP's progress and the impact of these initiatives on our organization's growth and development.



STRATEGIC WORKFORCE MANAGEMENT

Effective capabilities, both within the organisation and among individuals, are vital for success, as outlined in UNDP's Strategic Plan 2022 - 2025. To ensure UNDP has the right people in the right roles at the right time, a clear understanding of the necessary competencies, skills, knowledge, and experiences is required. Strategic workforce planning and management have been and continue to be central to People for 2030, necessitating ongoing focus and proactive investment.

Complete an initial capacity mapping exercise

To further enhance workforce analytics and align operational demands with talent resources, BMS/OHR introduced an ambitious Workforce Planning initiative through EVA.ai – a platform that manages the deployment of personnel and consultants. The initial capacity mapping conducted in late 2021 pinpointed skill gaps and informed recruitment needs, becoming a cornerstone of strategic talent management decisions – it will be followed by a second exercise in late autumn 2023. The platform currently has around 11,000 personnel registered.



This initiative, in line with the People for 2030 Strategy Phase 2, leverages AI and Machine Learning tools to better understand current and projected talent needs, ensuring a consistent talent pipeline to address both immediate and future strategic plans. The EVA.ai platform has already demonstrated its value in major recruitment drives like those in Afghanistan and Ukraine, as well as in specialised talent searches like the 2023 Deputy Resident Representative (DRR) Annual Rotation Exercise. The platform's capabilities also support internal consultancy models, connecting talent to SURGE missions, short-term details, and broader career opportunities.

In a significant Artificial Intelligence leap, a pilot of the AI-powered "UNDP Talent Marketplace" was launched during the second quarter of 2023. This platform matches UNDP Offices with requisite expertise, facilitates agile team formation, and drives strategic succession planning.

Optimise change management processes



To optimise change management processes as part of workforce management, UNDP approved a new Organisational Unit Restructuring Policy (OURP) in November 2022. This policy is already having a positive impact across UNDP as it streamlines and speeds up restructuring exercises.



To meet tomorrow's workforce challenges, UNDP remains committed to strategic recruitment practices, employer branding, and talent development. The organisation's efforts to leverage its Employer Value Proposition, expand student ambassador initiatives, and implement early talent acquisition programmes demonstrate a proactive approach to attracting and nurturing a diverse pool of talent with the right skills for a #FutureSmart UNDP. These initiatives are firmly establishing UNDP as an employer of choice in the field of international development in what is an increasingly competitive global talent marketplace.

Employer-branding and recruitment marketing strategies

Since the introduction of UNDP's Employer Value Proposition (EVP), the organisation has experienced a surge in its online presence. The follower stream on the career pages increased by over 250% since July 2022, rising from 101,000 followers in July 2022 to over 356,000 in July 2023. UNDP successfully implemented the EVP activation strategy by integrating key messages and branding into its recruitment platforms and outreach activities. The second cohort of the UNDP *Student Ambassador Initiative* successfully launched, with over 90 participants representing 26 nationalities with 28 universities in seven priority countries (Brazil, Japan, Jordan, Kenya, Norway, Switzerland, and Turkey). The Student Ambassador Initiative engages students in universities in target countries and offers training and support to raise awareness about UNDP careers among the student population at their respective universities. These activities have a significant, positive impact on UNDP's ability to attract talent, resulting in 35 per cent increase in the number of applications between June 2022 and June 2023. In this period UNDP received over 275,000 applications.



Early talent acquisition strategies building diverse future talent pipelines

The Junior Professional Officer Programme and the Specialist Development Programme (SDP) have seen over 360 participants with a 57 per cent retention rate, while the second cohort of the African Young Women Leaders Fellowship Programme attracted more than 5,000 applicants resulting in 39 selected participants. Importantly, UNDP secured more than 50 externally funded fellowship placements and signed six agreements with sponsoring entities on the Fellowship Programme. While the first cohort of the three-time award-winning Graduate Programme enrolled 18 participants, the recruitment campaign for the second cohort drew more than 37,000 applications, resulting in the selection of 32 high-potential talents for the Graduate Pool. Moreover, the new Technical Expert Secondment Programme, launched in March 2022, successfully welcomed four member states at the end of 2022 (Denmark, China, Norway, and Sweden).





I love what I do and the person I am becoming. It has been a journey of purpose and empowerment as I feel I am playing a role in advancing Africa's development.

- Maria De Fatima Achopa
on her experience of UNDP's Graduate Programme

Enhance the quality of selections



A pre-application, self-assessment tool was designed and rolled out, offering prospective candidates the opportunity to gain insight into their own work expectations and assess their compatibility with UNDP's expectations and values. The tool supports the streamlining of recruitment by reducing the number of unsuitable candidates moving through the selection process. Since the launch of the tool in September 2022, more than 12,500 applicants have taken the self-assessment.

Efficiency of recruitment



UNDP implemented the Oracle Recruiting Cloud tool and is continuously working to optimise its related business processes. As a response to the updated Personnel Services Agreement policies, BMS/OHR developed standard operating procedures for recruitment in the spring of 2023. Additionally, it launched in the first quarter of 2023 a recruitment hub for managers, serving as a one-stop-shop, assisting managers in preparing for and conducting optimal recruitment processes. Alongside the hub, a recruitment dashboard has been introduced to enable managers to monitor and improve the efficiency of recruitment processes. To further streamline the efficiency of recruitment UNDP has used artificial intelligence for internal headhunting mechanisms.



People development initiatives have played a crucial role in UNDP People for 2030 Strategy through a focus on fostering a learning culture, enhancing employee capabilities, and building a strong cadre of people managers within the organisation. By investing in these areas, UNDP is creating a supportive and engaging work environment that contributes to the overall success and impact of the organisation—the first year of the People for 2030 phase II witnessed significant progress in these areas.

Enable all offices, teams and individuals to analyse and plan their learning needs



Following the Quantum Learning launch on 1 July 2022, a new dashboard for tracking Mandatory Course compliance across UNDP was designed and launched. The Quantum Learning application currently hosts 110 different online courses. Microlearning opportunities, aligned with UNDP's strategic plan were made available through learning paths and collections. On platforms such as LinkedIn Learning alone, personnel watched over 200,000 learning videos and accessed over 40,000 courses, representing a significant increase of 200 per cent compared to the previous period. Additionally, over 900 personnel were offered e-learning certificate courses through Coursera.

Support the professionalisation of key corporate and other functions



Since August 2022, the organisation has successfully offered professional certifications^[1] to more than 800 employees in areas of specialisation, such as finance, human resources management and procurement. As a result, these achievements contribute to their personal growth and enhance their contributions to the organisation.

Provide formal programmes and experiential development opportunities



To enhance the capability experience for People Managers, two cohorts of the People Managers Certificate Courses (PMCC) have been delivered. Over 1000 aspiring, new, and expert people managers applied, with 500+ enrolling in a course. Additionally, a new people management program has been established in collaboration with the United Nations System Staff College (UNSSC), available on demand to all UNDP personnel, further fostering the development of capable people managers.

Implement an engaging and effective on-boarding experience



The launch of the UNDP Orientation Week has proven highly successful, with over 1650 newcomers benefiting from the program between June 2022 and June 2023. The week provides a holistic approach to ensure that newcomers receive a thorough introduction to UNDP, its values, and the resources available for their growth and success. The new Global Onboarding Programme to be launched in autumn 2023 aims to transform the way UNDP integrates new colleagues, enabling new personnel to familiarise themselves with their new roles and contribute to UNDP's success from day one.



Effective leadership is essential for achieving organisational objectives, fostering a positive work culture, and driving sustainable success. UNDP's leadership efforts centre around improving leadership and management skills within the current leadership cadre while building a solid pipeline of next-generation UNDP leaders. Within the first year of the People for 2030 Strategy Phase II, UNDP has successfully achieved all targeted activities.

Deliver the Leaders for 2030 Programme



In conjunction with the launch of the second phase of Leaders for 2030, BMS/OHR organised the Leaders for 2030 Retreat in New York in October 2022, which brought together 121 Resident Representatives and 93 senior leaders from across UNDP. The retreat served as a vital platform for onboarding and knowledge sharing within the Leaders for 2030 programme, delving into essential themes such as future-smart culture and leadership, decarbonisation, and the future of development in an era of uncertainty, among others. Phase 2 of the Leaders for 2030 Programme experienced significant growth in terms of participation and content. The number of participants in Phase 2 has more than doubled compared to Phase 1, accommodating 278 individuals. This increase reflects the growing interest and demand for the program, likely due to its effectiveness and reputation.



Especially in today's context of uncertainty, the Leaders for 2030 Programme helped me to be better equipped to lead my team. I particularly enjoyed the Leadership Labs and peer sessions where we had time to exchange ideas and learn new techniques to improve morale, build trusting relations with colleagues and enable innovation in my team.

- Silvia Morimoto
Resident Representative, UNDP Paraguay

Conduct periodic, 360-degree developmental assessments



To support the professional development of newly assigned Resident Representatives/Deputy Resident Representatives (RR/DRRs), UNDP introduced a periodic 360-degree developmental assessment in early June 2023. These assessments will utilise a customised report based on the UNDP Leadership model, which was previously introduced to the Administrator and the Executive Group in May 2023 and align leadership skills with the organisation's expectations and goals.



Design and deliver a series of development programmes for the UNDP leadership pipeline



Development programmes for the UNDP leadership pipeline have been designed and delivered with the launch of the new Leaders for 2030: Rising Leaders initiative in May 2023. In 2023 two cohorts of DRRs and DRR pool members will participate in Excellence in Leadership certificate courses with IESE Business School, and more than 200 current and aspiring DRRs will be included in the Excellence in Business Management domain.

New programmes and resources for the UNDP managers and leaders at the P5+ levels



UNDP managers and leaders at the P5 level are participating in the Rising Leaders programme's Excellence in Business Management components. This program provides a targeted approach to developing the business management skills of individuals in key leadership positions.



Gathering of Visionaries: The Leaders for 2030 Retreat in October 2022, brought together 121 Resident Representatives and 93 senior leaders from UNDP worldwide in New York.

ENABLING A HIGH-PERFORMANCE CULTURE



For UNDP to achieve its objectives, it must foster a high-performance culture that empowers individuals and teams to do their best work in a stimulating environment. As the second phase of the People Strategy is being implemented, UNDP continues to build a holistic management system with more rigour in recruitment and effective onboarding while continuously enabling a feedback loop between managers and personnel. BMS/OHR successfully launched the new Performance Management and Development (PMD) module on Quantum in January 2023. This update includes enhanced step-by-step guides and on-screen guidance, improving the user experience and accessibility of the system resulting in a proactive approach to streamline and modernise performance management processes.



Ensure staff annual goal plans and performance reviews are completed on time

As of July 2023, 72 per cent of staff completed their goal plans for 2023, while 91 per cent completed the annual performance reviews on time for 2022. For the first, regular PSA contract holders and United Nations Volunteer (UNVs) completed their respective PMDs.



Enhance the capacity of people managers to manage individual's performance effectively

To strengthen performance feedback UNDP approved two initiatives; (i) Anytime Feedback Mechanisms, which aims to provide options to gain feedback on performance from various stakeholders not limited to staff-manager relations and the (ii) Mid-Term Leadership Pulse allowing upward feedback from staff on UNDP people managers competencies. While the Mid-Term Leadership Pulse was piloted summer of 2023, the Anytime Feedback initiatives will only be launched autumn 2023.



New award and recognition programme

The newly approved, March 2023, Award and Recognition Programme – a legacy activity from phase one of the people for 2030 strategy - recognises and celebrates employee achievements and contributions. It includes two elements: Special Act Awards, a corporate awards programme, aimed to be rolled out early 2024.



My journey at UNDP has been truly remarkable. I started as a Driver, transitioned into logistics and found my passion for Finance. I embraced each position with a desire to learn and expressed my aspiration to advance professionally. Thanks to the support of my supervisors, the trainings and career development programmes, I was able to hone my skills and knowledge, paving the way for my transition into my current role.

- Fidele Safari
Finance Associate, UNDP Rwanda

CREATING A REWARDING CAREER EXPERIENCE



UNDP continues to demonstrate a commitment to career development, enhancing employee experiences, fostering professional growth, and creating a supportive and developmental culture within the organisation. The focus of the key initiatives under this Focus Area is to ensure that working for UNDP is a positive career move which increases skills and employability and provides opportunities for advancing in one's career.

Facilitate internal staff moves

Creating a functioning internal talent market remains a key initiative for UNDP, ensuring that working for UNDP is a positive career move which increases skills and employability and offers clear paths for career progression for those who wish to pursue them. Between July 2021 to June 2023, a remarkable two-thirds of all newly onboarded staff (IPs, NO, and GS) have been sourced from an existing internal pool of candidates; a 15 per cent increase from 2020.



To further facilitate internal staff moves, UNDP successfully launched in May 2023 guidelines to support a one-year pilot of the Rank-in- Post Plus approach, introducing significant additional flexibility that makes it easier for staff to move jobs by allowing staff members to be considered for non-competitive appointments within the same category - laterally as well as upwards and downwards by one grade level.

Implement the mobility policy

The implementation of the mobility policy in 2022 continued to increase the employability of UNDP personnel and offer clear paths for career progression. In 2022, 192 staff members were identified as reaching or exceeding the maximum time in their post by the end of the transition period of Mobility Policy implementation, i.e., by 31 December 2023. As of 15 July 2023, only 21 per cent (40 staff members) were still due to move by the end of 2023 BMS/OHR has launched a pilot Annual Mobility Exercise (AME) to support the remaining staff with a career move through a centrally managed process.



Increase availability of career development and support mechanisms for staff

Delivering 34 Career Labs through career development webinars, UNDP has seen a significant 22 per cent increase in registrations, engaging over 10,400 UNDP employees with a 92 per cent satisfaction rate. The Global Mentoring Programme, launched in September 2022, now boasts 317 mentors, emphasizing the organization's commitment to supporting its personnel's professional growth and development through mentorship. The Virtual Development Assignment Programme (VDAP) offered experiential learning for some 60 UNDP employees who worked in 18 projects in over 25 offices. VDAP saw a 100 per cent satisfaction rate and 98 per cent participation completion rate and earned a second-place nomination in the Career Development Roundtable awards in 2022, showcasing its success and impact. UNDP's inaugural Career Week in June 2023 focused on equipping personnel with opportunities for career development and continuous learning. With 35 sessions in English, French, and Spanish, over 4,210 colleagues joined live, and 11,904 requested access to recordings. The week achieved a 95 per cent satisfaction rate, with 99.5 per cent expressing a desire for future Career Weeks.





Positive employee experience is a crucial predictor for any organisation to attract and retain talented employees. UNDP has made significant development on employee engagement and preventing sexual harassment and sexual exploitation and abuse.

Identify and measure the key elements of the current and desired UNDP culture

In May 2023, UNDP introduced "*UNDPListens*," a modern Employee Listening Architecture, replacing the Global Staff Survey. This new system collects feedback through quarterly, topic-specific surveys, fostering ongoing dialogue, and rapid, tailored responses. The first survey, the Engagement Survey in July 2023, achieved a record 59 per cent participation (11,682 respondents of a total personnel workforce of 19,777) – up from 50 per cent in 2020 and 2018 - showcasing UNDP's commitment to continuous improvement and employee empowerment.



The primary goal of *UNDPListens* is to amplify the importance of the employee voice, seamlessly integrate data from diverse sources for prompt decision-making, and foster an ongoing dialogue between management and personnel. Upon full implementation, *UNDPListens* will encompass multiple listening channels, providing a comprehensive view of the organisation to its leadership. With a fresh approach to action planning, it establishes a virtuous cycle of engaging with personnel, obtaining real-time feedback, and responding rapidly and consistently through meaningful action tailored to specific contexts.

Promote the SpeakUp Culture

In 2022, the flagship Diversity, Equity and Inclusion Strategy initiative "Speak Up Culture: Safe Space" was approved. The initiative aims to empower UNDP personnel to shape their own experiences in the workplace and to strengthen UNDP as an inclusive workplace. Prior to launching this initiative to all personnel, a short pilot is being implemented in 2023 with selected offices across the organisation. The pilot offices will take part in a new DEI pulse survey developed to support the DEI Strategy, as well as two Speak Up Culture experience sessions and will also be given access to a Safe Space application ("Vault") to further reinforce SpeakUp behaviour.



BUILDING A DIVERSE, INCLUSIVE AND EQUITABLE UNDP



UNDP has committed itself to “Leaving No One Behind” in its mission and in the workplace through the promotion of Diversity, Equity, and Inclusion. This means ensuring UNDP represents the communities it serves and establishes a workplace environment that is inclusive to all personnel.



Develop a new Diversity, Equity, and Inclusion (DEI) Strategy

In January 2023, UNDP launched its first ever Diversity, Equity, and Inclusion (DEI) Strategy, covering the period 2023-2025. Efforts have further been made to establishing UNDP as a proactive anti-racism organisation, including the inclusion of racial and ethnic data in the engagement survey, the rollout of anti-racism competency resources, and the introduction of a new LGBTQI+ inclusion course.

“As the former co-chair of the Anti-Racism Advisory Board, it is heartening to see the progress the organization is making in implementing its DEI commitments. We welcome the focus on Anti-Racism embedded in the People for 2030 Strategy for the benefit of all UNDP personnel and look forward to seeing this rolled out practically from HQ all the way down to our country units.”

– Joan Manda

member of the antiracism committee in UNDP on the People for 2030 report

Further promote Gender Equality

UNDP aspires to maintain the gender parity gains already achieved while closing remaining gaps and that people of all gender identities at UNDP work in an equitable, inclusive, flexible, and non-discriminatory environment. BMS/OHR continues to implement the key commitments in accordance with the EDGE Action Plan to further promote gender equality across UNDP. These have been fully incorporated into the Gender Parity Strategy, 2022-2025, which includes specific gender targets; a more deliberate focus on gender parity in crisis settings; and a renewed emphasis on making UNDP a more flexible and family-friendly organization. It also broadens the scope of our gender inclusion agenda to embrace people of all gender identities. While UNDP successfully maintained full gender parity in 2022, refining representation in the P4, P5, and D2 grade levels remains paramount – women currently occupy 45, 40, and 35 per cent of positions in these grade levels respectively.



“UN-GLOBE welcomes UNDP’s effort in advancing a Diversity, Equity, and Inclusion strategy, as it will allow the organization to work toward a more diverse workforce and a more inclusive and safer workplace with opportunities for all without any form of discrimination.”

Implement commitments to advance the inclusion of persons with disabilities

UNDP continues to implement the United Nations Disability Inclusion Strategy (UNDIS), with collaborative efforts resulting in a 2022 progress report submitted by BMS/OHR and BPPS/Governance Team. The recently launched Disability Inclusion Cafés have successfully engaged 150 personnel in raising awareness and building capacity on disability inclusion matters. Moreover, some 140 colleagues currently benefit from UNDP’s Disability Inclusion Network, established in 2022 as a platform for exchanging knowledge, addressing challenges, and sharing information about disability inclusion in programming and operations. As part of the Talent Programme for Young Professionals with Disabilities, ten national UN Volunteers were deployed in 2022, further promoting inclusivity within the organisation.



TAKING CARE OF OUR PEOPLE



UNDP maintains a comprehensive approach to employee well-being and its commitment to providing support, resources, and training to ensure its workforce's health, safety, and resilience. Focus during the first year of implementation has been on meeting the fundamental obligations set out in the OHSW Strategy, which was developed together with the Bureau for Management Services General Operations and Security Office teams, including providing sufficient psychosocial support to personnel while strengthening pre-deployment preparedness.

Ensure provision of sufficient psychosocial support

BMS/OHR demonstrated its commitment to employee well-being by providing 2711 counselling sessions in 80 locations in 2022, ensuring that employees have access to the necessary support and guidance they may require. The top five locations of requesting counselling support were USA (New York), Thailand, Ukraine, Malaysia and Jordan. Responding to specific crises, BMS/OHR and its partners offered individual counselling and group sessions to 90 colleagues affected by the earthquake in Turkey. In Sudan, 54 sessions were conducted to support colleagues facing challenging circumstances while in Serbia, BMS/OHR and UN partners assisted 30 colleagues on "*How to support Children in Crisis Times,*" recognising the importance of addressing the unique needs of individuals during difficult periods.



In collaboration with the World Food Programme, UNDP launched the UNDP Well-being App, which offers localised information from 78 Country Offices. The app has successfully reached a wide audience, with 1,500 unique visitors accessing the desktop site and over 19,000 individuals reached through the social media launch.

Strengthen pre-deployment preparedness

Global webinars on Preparedness for deployment and deployment and families were launched in 2022. About 5-10 per cent of the participants in attendance were the dependents of UNDP's personnel. This aligns with the commitment to provide adequate psychosocial support to UNDP personnel and, wherever possible, extend that support to their families.



Strengthen the OHSW Focal Point community

By July 2023, 50 per cent of designated OHS Focal Points in Regional Bureaus and Independent Offices have been certified through the UN Department of Operations Support (DOS) five Day OHS Training Course and become skilled to identify OHS hazards, conduct baseline risk assessments, report OHS incidents through the UNDP mobile/web application, assist staff on basic OHS related issues. The establishment of the Community of Country Office OHS Focal Points is ongoing.





People analytics is crucial in gaining insight and making informed decisions about the workforce. By leveraging people analytics, UNDP can make data-driven decisions about their workforce, improving performance, productivity, and employee satisfaction. BMS/OHR continues to review and monitor the targets set against the People for 2030 Strategy and review metrics deemed necessary to optimise the strategy's effectiveness.

Automated data extraction mechanism



BMS/OHR has created an efficient and meaningful way to approach the resources applicable to the People for 2030 initiatives by creating the People For 2030 PowerBI App - an interactive data visualisation software tool. The application will streamline ongoing initiatives as all UNDP employees can access important data in a timely and effective manner. Internal Reviews were completed in February 2023 to match roll-out timeframe. This will be all-in-one tool that benefits the entire organisation.

Establish comprehensive HR dashboards

In collaboration with UN Women, UNDP continued implementing and improving the UN Gender Parity Dashboard. Collating data from nearly 40 UN entities, the dashboard has been designed to ensure that gender parity is a critical consideration in all decision-making.



UNDP completed the automation from Quantum to the Data warehouse in the first quarter of 2023. By automating this transfer, the organisation can ensure timely and accurate data transfer, reducing manual efforts and potential errors. Furthermore, all existing HR Dashboards are transitioned to pick data from Quantum. Through centralising the data collection and reporting system, UNDP can enhance data consistency, improve data integrity, and facilitate easier access to HR-related information.



Shared accountability

People for 2030 continues to be underpinned by a culture of shared accountability that sees UNDP personnel as active participants in its implementation. The plan aimed at fostering effective engagement among our personnel is ensuring that UNDP's workforce not only comprehends the transformative changes brought forth by the People Strategy but also grasps the new opportunities the strategy provides. This effort is complimented by frequent engagement with UNDP's worldwide network of People Champions, who, as in Phase 1, continue to promote the initiatives of the People Strategy in their respective country offices (CO), while monitoring progress and facilitating a harmonious listening culture between BMS/OHR and UNDP's project locations.

Furthermore, the annual People Awards – a challenge to spur innovative ways to deliver People for 2030 – continue to ensure that the benefits of the People Strategy are felt by everyone across the organization. Last year's award-winning country offices – South Sudan, Morocco, Fiji, Uzbekistan, and Chile – were selected from 28 offices with impressive submissions. For instance, with its Mini Olympics initiative, the South Sudan country office promoted camaraderie and team spirit among colleagues by providing a platform for them to exercise together and pursue health and fitness goals, alleviating work-related stress and building a stronger bond within a complex work context. Another winner, Uzbekistan country office, is fostering open conversations in a so-called GAP Café that brings colleagues together to reflect on and identify behaviours that promote equity, dignity, and respect in the office.



“We aimed to create more than just a fitness even; we wanted to build a sense of togetherness in the midst of challenging circumstances. Wining this award highlights our dedication nurturing a supportive and healthier work environment for all of our colleagues and we are grateful for this recognition.”

- Rose Baguma

People Champion and Finance Specialist,
UNDP South Sudan
People Award winner 2022



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