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Reports of UNDP, UNFPA and UNOPS Ethics Offices

**Management response to the independent review of UNDP,
UNFPA and UNOPS policies and procedures to tackle sexual
exploitation and abuse and sexual harassment**

Summary

UNDP, UNFPA and UNOPS are committed to eliminating all forms of sexual exploitation and abuse and sexual harassment and to this end are working closely with each other and the wider United Nations system through a range of coordinated actions. This includes ensuring the highest standards of policies, processes and systems in place for the protection from, prevention of and effective response to sexual harassment and sexual exploitation and abuse.

In response to Executive Board decision [2018/14](#), adopted at the annual session 2018, UNDP, UNFPA and UNOPS engaged the consulting firm Deloitte Touche Tohmatsu Limited (Deloitte) to undertake an independent victim-centred review of their respective policies and processes on tackling both sexual exploitation and abuse and sexual harassment, to review the current practices of the three organizations and provide recommendations on both issues in a report to be presented to the Board at its annual session 2019, together with a management response. The review (DP/FPA/OPS/2019/1) focused on the institutional frameworks in place to determine what is working and to identify recommendations for improvement. This review forms part of a continuous process of monitoring and review of the response of the three organizations to sexual harassment and sexual exploitation and abuse and provides an independently verified baseline to assess the efficacy and impact of their approaches.

The independent review involved a desk review of existing UNDP, UNFPA and UNOPS documents relating to prevention of and response to sexual harassment and sexual exploitation and abuse, including relevant policies and procedures, communication, outreach, training materials and action plans. In addition, interviews were conducted with 40 key stakeholders from across the organizations to assess how the policies and procedures are implemented and to examine potential barriers to a successful response to sexual harassment and sexual exploitation and abuse. Outputs from the interviews were validated with the participants to ensure that observations and inputs were understood and presented correctly.



In its review, Deloitte used the United Nations standards for an effective response to sexual harassment and sexual exploitation and abuse as well as its own industry experience in this field. Observations and recommendations addressed four elements of the effective management of sexual harassment and sexual exploitation and abuse: accountability and governance; prevention; reporting and investigations; and assistance.

UNDP, UNFPA and UNOPS take note of the key findings of the review, agree with the recommendations and propose response actions.

The Executive Board may wish to take note of the management response to the independent review of UNDP, UNFPA and UNOPS policies and procedures to tackle sexual exploitation and abuse and sexual harassment, summarized in document DP/FPA/OPS/2019/2.

I. Key findings

A. General findings for the three organizations

1. The review presented some general observations across UNDP, UNFPA and UNOPS in accordance with a proposed framework for the effective management of protection from sexual exploitation and abuse and sexual harassment in the workplace, as summarized below.

2. *Accountability.* The review noted that clear policies are in place and all three organizations should make a focused effort to demonstrate their effectiveness in practice, strengthen trust in the internal justice systems and ensure proper accountability for sexual harassment and sexual exploitation and abuse, including among senior managers. It was stressed that the introduction of the Clear Check vetting system, aimed to prevent the rehiring of personnel with a past record of sexual harassment or sexual exploitation and abuse, may help in building greater trust. The organizations agree with this observation and expect that the ongoing outreach and communication campaigns, including regular reports on cases investigated and sanctions taken as a result, will contribute to higher levels of trust. Also, the organizations are already collaborating to populate the Clear Check database with data and to vet candidates.

3. *Training, communication and outreach.* While acknowledging the value of multiple training interventions on sexual harassment and sexual exploitation and abuse in the organizations, the review expressed concern that some courses are generic and do not sufficiently take into account local contexts. The organizations take note of this observation, noting that a multitude of training materials adapted to local contexts has already been created by several agencies. The organizations will continue to collaborate at the inter-agency level to ensure that existing materials can be made available to interested entities, including through a central repository. It is also important to note in this context that while local and cultural context should be taken into account, it is essential to ensure that the same standards and values are consistently applied and practiced across United Nations organizations.

4. In addition to the above, the organizations would like to note that the Office of the United Nations Special Coordinator on improving the United Nations response to sexual exploitation and abuse is in the process of drafting a practical manual to provide senior leaders with clear and practice guidance on protection against sexual exploitation and abuse. The organizations will ensure that leaders use this tool to ensure that response measures are adapted to the local context, as appropriate.

5. *Reporting.* The review encouraged organizations to further strengthen their reporting systems, with a focus on access to and awareness of reporting mechanisms and on addressing cultural and other barriers that may make reporting challenging for victims and other complainants. The organizations are in agreement with this observation and will continue their efforts to streamline reporting mechanisms and make them more accessible, especially for beneficiaries of assistance and personnel working away from capitals and in remote locations.

6. *Investigations.* The review highlighted the risk of diverting already limited investigative resources from other types of misconduct to cases of sexual harassment and sexual exploitation and abuse investigations and related activities, including multiple inter-agency initiatives. In 2018, the three organizations augmented their investigation resources (more generally, or specifically on sexual harassment and/or sexual exploitation and abuse) and are exploring other measures to strengthen investigative capacities, potentially through the pooling of dedicated resources.

7. Other observations stressed the need to ensure more regular feedback to complainants on the status of their cases, as well as updates to senior managers on investigations where preventive and/or protective measures may be warranted. The organizations take note of and agree with this observation. The organizations will review current practices and procedures with a view to strengthening information-sharing with relevant stakeholders, to enable timely and proactive management response through policy design and risk mitigation.

8. *Assistance.* With regard to assistance to victims, the review noted that arrangements for such assistance are not sufficiently clear. Issues to be clarified include decision-making, sources of funding, especially for project personnel, and inter-agency coordination. The organizations agree with these observations and note that several inter-agency initiatives, as a matter of priority, focus on strengthening victims' access to services, including through the mapping of existing mechanisms and filling of gaps. To this end, the organizations are working closely with the Inter-Agency-Standing Committee and the office of the United Nations Victims' Rights Advocate.

9. *Inter-agency initiatives.* The review acknowledged that inter-agency initiatives are essential to ensure both alignment across the United Nations system and effectiveness. With this, it was noted that such initiatives could be time-consuming and contribute to increased workloads within individual organizations. The organizations take note of this observation.

10. *Victim-centred approach.* The review recognized measures ongoing within all three organizations to ensure a victim-centred approach in the response to sexual exploitation and abuse and sexual harassment. Areas recommended for further action include: adapting training to local contexts; treating victims as rights holders; offering different resolution avenues; ensuring requisite capacity within investigation teams; ensuring fairness and due process in investigations; and providing access to support at the local level. The organizations agree with this observation and will ensure that relevant activities are included in future action plans, including inter-agency plans.

11. *Continued focus and effort.* The review highlighted the need to ensure a continued focus on matters related to the response to sexual harassment and sexual exploitation and abuse going forward. The organizations agree with this observation and will take action accordingly.

B. Findings for UNDP

12. The review highlighted that UNDP had put in place a comprehensive set of policies, procedures and guidelines aimed to provide a clear framework for preventing and addressing misconduct, including sexual harassment and sexual exploitation and abuse. To ensure that personnel can navigate these multiple documents effectively, the review noted the need for more targeted communication and streamlined presentation of key content. UNDP takes note of this observation and would like to stress that some of the ongoing initiatives, for example the resource guide on "Where to Go When" and an Intranet site which brings together and provides clarifications on all the policies, mechanisms and tools available to personnel, already address this need.

13. The review recognized a very strong voice from the most senior levels of the organization stressing the UNDP commitment to effectively preventing and addressing sexual harassment and sexual exploitation and abuse. With various offices – Office of Human Resources, Office of Audit and Investigations, Legal Office, Ethics Office and the Office of the Ombudsman – involved within their respective mandates in the prevention, investigation and handling of cases of sexual harassment and sexual exploitation and abuse, an intra-office task force commissioned by the Administrator drives a coordinated organizational response and fosters a needed culture change.

14. In 2018, UNDP intensified its efforts to increase awareness among personnel about standards, prevention and response related to sexual harassment and sexual exploitation and abuse. The review made special note of the extensive outreach campaign organized in 2018, with activities ranging from mandatory online courses to regular messages from senior management and discussions with managers and staff, to videos, posters and cards. With regard to training, the review stressed that face-to-face discussions had greater impact and going forward should be leveraged more frequently. UNDP takes note of this observation and will ensure that interactive sessions are organized as relevant with resource persons.

15. With the objective of enabling much stronger ownership of prevention of sexual harassment and sexual exploitation and abuse at the local level, UNDP initiated a policy that all its bureaux and offices must develop concrete action plans to tackle sexual harassment and sexual exploitation and abuse. While the review noted that such action plans were still too new to assess their impact, their development in itself provided personnel across the entire organization with an opportunity to engage in discussions about these sensitive topics and contributed to the desired culture change.

16. The review further noted UNDP efforts to more effectively manage risks related to sexual harassment and sexual exploitation and abuse by its implementing partners and contractors. It highlighted inter alia modifications to the implementing partner capacity assessment methodology implemented by UNDP, and its ongoing work on revising partner agreements with specific provisions related to sexual harassment and sexual exploitation and abuse.

17. On reporting, the review acknowledged the multiple channels that UNDP has put in place to enable reporting of sexual harassment and sexual exploitation and abuse. It also noted policy changes related to reporting, namely no time limit for reporting sexual harassment cases and accepting anonymous reporting. The review recognized that while fully in line with the victim-centred approach to reporting, anonymous reporting created challenges for investigations. It also stressed the important role played by supervisors in reporting allegations of sexual harassment and sexual exploitation and abuse and called for action to strengthen targeted capacity-building for supervisors. UNDP takes note of this observation and will further expand the already ongoing initiatives to improve the capacities of managers and supervisors to deal with sexual harassment and sexual exploitation and abuse.

18. With regard to investigation, the review highlighted increased capacity within the Office of Audit and Investigations to investigate sexual harassment. While recognizing common challenges in such investigations, it noted the UNDP effort to ensure a six-month timeline for completing investigations of cases of sexual harassment and sexual exploitation and abuse which are now explicitly prioritized. The review further called for the continuous training of investigators and monitoring of capacity needs. UNDP agrees with this observation.

19. In addition to services of the Ethics Office, Office of the Ombudsman and Office of Human Resources, the review noted existing and newly established counselling services for UNDP personnel, stressing that some of these could potentially be available to victims of sexual exploitation and abuse. It also called for greater coordination and complementarity between various mechanisms and proposed that a unified United Nations-wide approach to victim support in each individual duty station be explored to increase effectiveness. UNDP takes note of this observation and confirms that greater cooperation on victim support has been prioritized by several inter-agency mechanisms. For example, a mapping of available support mechanisms is already ongoing and is led by the Inter-Agency Standing Committee, an inter-agency forum of United Nations and non-United Nations humanitarian partners aiming to strengthen coordination of humanitarian assistance.

C. Findings for UNFPA

20. The review described the existing UNFPA policy framework regarding sexual harassment and sexual exploitation and abuse, recognizing that its revised harassment policy was aligned with the model policy on sexual harassment and system-wide reform efforts approved by the United Nations System Chief Executives Board for Coordination (CEB). Reviewers highlighted that policies are adequately supported by comprehensible guidance material for staff and personnel. UNFPA takes note of this observation and will continue its efforts to provide user-friendly guidance on the application of policies.

21. Regarding governance and accountability, the review examined whether roles and responsibilities are clearly delineated at UNFPA. The review noted that a number of offices/entities are responsible for different aspects of addressing sexual harassment and sexual exploitation and abuse, and indicated a need to monitor the distribution of roles and ownership of procedures to ensure accountability and avoid duplication of efforts. UNFPA takes note of this observation and would like to stress that its policy framework, including the oversight policy, provides for a clear delineation of accountabilities. UNFPA does, however, recognize the risk of perceived overlaps and will clearly address and clarify the distinctions in its continuous engaging with staff, including through ongoing communication activities.

22. Reviewers recognized the strong tone at the top from senior management, with a focus on ensuring transparency and accountability. UNFPA takes note of this observation and would like to stress again that the Executive Director and her senior management team attest to their ongoing commitment to eliminating sexual exploitation and abuse and sexual harassment on a regular basis through a variety of communication and accountability measures. The review also highlighted the role of the newly established focal point network as face-to-face contacts on the ground and a first line of defence. UNFPA will continue its efforts to strengthen these country-level capacities.

23. With respect to prevention, the review highlighted the increased outreach and communication efforts of UNFPA, noting that although contents are communicated in short and comprehensible language, there remains an overall lack of understanding of sexual exploitation and abuse and sexual harassment terminology. UNFPA takes note of this observation and will continue its efforts to clarify concepts and terminology in its communication activities.

24. Regarding sexual exploitation and abuse involving implementing partners, the reviewers recognized that UNFPA has implemented the implementing partner protocol, thereby strengthening prevention of and oversight over sexual exploitation and abuse committed by implementing partners. Reviewers acknowledged the challenges in operationalizing the protocol without jeopardizing project implementation. UNFPA takes note of and agrees with this observation and would like to stress that it is working together with other United Nations entities to identify practical solutions, including assessment and monitoring tools, which will result in an effective and consistent inter-agency implementation of the protocol.

25. The review described UNFPA systems for reporting and investigating sexual exploitation and abuse and sexual harassment and recognized that reports can be made through a number of different mechanisms, in several languages and through a number of entry points. Reviewers emphasized the need to reach complainants particularly in remote areas and in local languages. UNFPA takes note of this observation and would like to stress that numerous community-based complaint mechanisms exist and/or are being developed in countries. These mechanisms are implemented jointly by the aid community and adapted to the specific locations. The UNFPA focal points participate in and/or lead several such networks.

26. Further, in the context of reporting, the review noted a perceived lack of segregation of responsibilities of those involved in handling allegations of sexual exploitation and abuse and sexual harassment. It recommended considering improving transparency through increased communication with investigation participants. UNFPA takes note of this observation and will continue, through its independent investigation office and in cooperation with other investigation services, to assess and revise its processes in line with best practices, as necessary and with due consideration to confidentiality and due process.

27. The review also identified a need for additional remedial options focused on providing relief to affected individuals. UNFPA takes note of this observation and will consider it in its efforts to strengthen victim support in line with the ongoing work of the Victims' Rights Advocate.

28. Finally, the review recognized the strains that sexual exploitation and abuse and sexual harassment investigations pose on the UNFPA investigation function due to high evidentiary standards and the resource intensity of these type of investigations. UNFPA takes note of and agrees with this observation. The organization will nevertheless continue to prioritize investigations of allegations of sexual exploitation and abuse and sexual harassment.

D. Findings for UNOPS

29. The review described the legislative framework that UNOPS has put in place to prevent and address sexual exploitation and abuse and sexual harassment, which contains references to the applicable overarching United Nations policy documents. The review stressed that the number, length and complexity of these policy documents might make it difficult for personnel at large to fully comprehend all the relevant information. Hence, the report called for the development of shorter versions of the policy and procedures documents, to be accompanied by graphics. However, the review acknowledged that the UNOPS Process and Quality Management System, which contains visual explanations of processes accompanied by short descriptive text, provides guidance to personnel on the existing complex policy documents. The report further acknowledged that the system permits UNOPS to react quickly to the need to change policies and processes when needed. UNOPS takes note of this observation and would like to stress that it will continue working on providing further clarity to personnel through the Process and Quality Management System, the Intranet (where new pages focusing on prevention of sexual exploitation and abuse and sexual harassment have been developed) and communication campaigns.

30. The review also described the roles and responsibilities that the different units within UNOPS have regarding the prevention of and response to sexual exploitation and abuse and sexual harassment. Among these, the review acknowledged that efforts are anchored at the top with the strong commitment of the Executive Director, who has required her management team to assume full individual responsibility and accountability for the fulfilment of the organization's obligation regarding prevention of sexual exploitation and abuse under their respective areas of authority/management. This is implemented by requiring the members of the UNOPS Corporate Operations Group to sign management letters similar to the one sent annually by the Executive Director to the Executive Board. Moreover, the review made a special reference to the establishment of a working group for prevention of sexual exploitation and abuse, comprising the Internal Audit and Investigations Group, the Ethics Office, the Legal Group, the People and Change Group and the Health, Safety, Social and Environmental Unit. UNOPS welcomes the observations made. Leaders within the organization will remain actively engaged in promoting a respectful and inclusive work environment, and ensuring that the beneficiaries the organization serves enjoy the highest possible safeguarding standards.

31. Regarding prevention, the review acknowledged the value of the Executive Director's management letters initiative (requiring her management team to certify the assumption of full individual responsibility and accountability) as a communication tool. The review

included additional references to other communication tools utilized by UNOPS, such as emails from senior leaders. UNOPS has taken action on the observation included in the review regarding the absence, on the Intranet page dedicated to the prevention of and response to sexual exploitation and abuse and sexual harassment, of a link or instruction on how to report a complaint. The link and specific information on how to report complaints are now included on the relevant Intranet page. The review highlighted the importance of developing and maintaining an organizational culture that permits the organization to eradicate sexual exploitation and abuse and sexual harassment. This is especially relevant in the case of international organizations present in locations with very diverse local contexts. UNOPS agrees with this observation. UNOPS is actively engaged, through its leadership and the work of the People and Change Group, in different initiatives that allow the organization to ensure that its activities and operations are always governed by the common values and principles which define the UNOPS culture. From the introduction in 2016 of the new UNOPS Competency Framework, to the implementation of different leadership courses featuring an inclusive leadership component, to recent work on the UNOPS corporate culture, UNOPS strives to nourish, grow and amplify the existing supporting environment as it relates to the prevention of sexual exploitation and abuse or sexual harassment.

32. Still on prevention, but focusing on UNOPS implementing partners, the review noted that UNOPS has an engagement screening tool to address risks of sexual exploitation and abuse and sexual harassment at the implementing partner level. The review suggested that screening implementing partners may not be sufficient to mitigate the risk of sexual exploitation and abuse and calls for a third-party audit process to be conducted as well. UNOPS takes note of this observation and will assess the possibility of integrating this additional element.

33. Regarding reporting and investigations, the review acknowledged the improvements achieved by UNOPS in these areas, namely the introduction of a new independent helpline operated by an external service provider which provides a multi-pronged approach capable of catering to the diverse local contexts where UNOPS operates; the establishment of the Network of Peers initiative as a tool to address harassment and sexual harassment cases; and the introduction of a new set of standard operating procedures guiding the implementation of investigations where short timelines for the implementation of key milestones are mandatory. The review also noted that there may be some challenges that the organization may need to address in this area, such as achieving the right balance between transparency and confidentiality during the conduct of investigations or ensuring that all members of the Network of Peers perform their functions adequately. UNOPS takes note of these observations, which have already been identified and managed by the organization as part of the ongoing self-assessment of its operations.

34. On victim protection, the review highlighted the Process and Quality Management System process established by UNOPS to ensure that victims of sexual exploitation and abuse or sexual harassment receive adequate protection. The review acknowledged that UNOPS employs a victim-centred approach, an example of which being UNOPS participation on the United Nations-wide pilot on incident reporting. On this note, but also as a general note regarding other observations, the review recognized that providing a corporate response to sexual exploitation and abuse and sexual harassment requires a significant amount of work by personnel already facing substantial workloads. UNOPS, its leadership and its personnel recognize the importance of the work done in this area and reiterate the full commitment within the organization, its leadership and personnel to overcome any barriers and ensure full achievement of the expectations that have been placed on UNOPS regarding prevention of sexual exploitation and abuse and sexual harassment.

II. Recommendations and management response

A. Recommendations across the three agencies

<i>Issue - Observation</i>	<i>Recommended action point</i>	<i>Management response</i>	<i>Expected completion date</i>	<i>Organizations' comments</i>
1. Continued communication from the top level	Continue clear commitment and focus from top-level management and focus on cascading the communication task down to lower management levels	Organizations accept the recommendation	Continuous	Based on progress to date, organizations will continue prioritizing regular communications and outreach by senior management and other managers. Relevant guidance for managers will be issued to ensure consistency of messaging.
2. Need for clear and accessible policies and procedures	Revisit, target and simplify communications to the broader organizational audience and test whether personnel are able to understand the procedures applicable to them	Organizations accept the recommendation	December 2019	Organizations will review and issue, as relevant, additional clarifications and reference materials to ensure understanding of the policies and related procedures by all personnel. Organizations will also include in their relevant personnel surveys (when these are conducted) questions to allow an assessment of the understanding of sexual harassment and sexual exploitation and abuse issues by personnel.
3. Further improve accountability and transparency of action taken	Increase transparency on cases and outcome	Organizations accept the recommendation	December 2019	Organizations will continue to report, in anonymized form, on investigations and actions taken in cases of sexual harassment and sexual exploitation and abuse and other cases of wrongdoing through annual reports of their oversight functions as well as periodic

				<p>issuances to staff on disciplinary measures taken.</p> <p>Organizations will also continue to report sexual exploitation and abuse cases and outcomes on a real-time basis to the Secretary-General for publication in anonymized form.</p>
4. Enhance training	Continue standard training and develop tailored training options adapted to local needs	Organizations accept the recommendation	December 2019	<p>Building on existing practice, organizations will continue working with country offices to tailor standard training packages to ensure that local specificities are appropriately addressed.</p> <p>Among others, local offices will be encouraged to ensure that training packages are translated into local languages. It is important to stress that while local legislation and practices may vary between countries, all training packages and awareness materials for personnel, partners and beneficiaries must follow the agreed common United Nations approach and standards.</p>
5. Promote implementing partner accountability	Share information on practices to ensure accountability of implementing and other partners and consider how to more effectively leverage implementing partners to prevent sexual harassment and sexual exploitation and abuse	Organizations accept the recommendation	July 2019	<p>Organizations will collaborate closely to establish tools and best practices for assessing, monitoring and mitigating risks of sexual exploitation and abuse involving implementing partners.</p> <p>Organizations will continue outreach to implementing partners to ensure awareness of United Nations standards and expectations with regards to sexual harassment and</p>

				sexual exploitation and abuse, as well as obligations of partners in upholding such standards. The role of implementing partners in raising awareness about the prevention of and response to sexual exploitation and abuse has been clarified in training materials for implementing partners. Such materials were already developed by some organizations and other resources will also be provided.
6. Ensure a suitable mix of reporting channels	Establish reporting channels that meet the need for personal contact	Organizations accept the recommendation	December 2019	Organizations will work jointly and as members of local prevention of sexual exploitation and abuse networks, as applicable, to create new or leverage existing mechanisms at the local/community level to ensure effective reporting, including through community-based complaint mechanisms.
7. Consider existing approaches for more effective support to personnel	Consider lessons learned from the UNOPS Network of Peers	Organizations accept the recommendation	July 2019	UNDP and UNFPA will collaborate with UNOPS to consider lessons learned from its Network of Peers initiative and from similar initiatives by other organizations and will explore putting in place a similar mechanism.
8. Assess investigations capacity (including gender diversity)	Assess investigation capacities, including gender diversity, and explore possibilities for pooling investigation resources and specialized competencies	Organizations accept the recommendation	December 2019	In 2018, all organizations took measures to augment their investigation capacity. In October 2018, the CEB Task Force established a sub-working group on strengthening capacities and improving sexual harassment investigations. All three

				organizations participate, through United Nations Representatives of Investigations Services, in this working group and explore, individually and as a group, opportunities for further improvements, including potentially through the pooling of dedicated resources.
9. Ensure transparency of investigations	Evaluate how parties in an investigation can be informed without jeopardizing confidentiality	Organizations accept the recommendation	December 2019	<p>All organizations already have communication provisions within their respective policy frameworks and relevant guidance.</p> <p>Organizations are assessing, individually and at the inter-agency level, current procedures in view of evolving best practices and will revise their practices as necessary.</p>
10. Expand assistance mechanisms	Map assistance services available across the United Nations and in each organization; clarify the governance for assistance and funding and make relevant information available at the local level	Organizations accept the recommendation	December 2019	<p>Several mapping exercises of victim assistance mechanisms and services are already ongoing, including through the Inter-Agency Standing Committee, the Victims' Rights Advocate and the UNFPA mapping of gender-based violence referral pathways for use in cases of sexual exploitation and abuse. The results of these exercises are expected to help ensure that support gaps are identified as soon as possible and are properly addressed. Protocols to govern access to available support will be clarified.</p> <p>With regards to sexual harassment, all organizations have already put in place mechanisms for psychological</p>

				support to victims and their protection from retaliation within the United Nations system. Such mechanisms and measures will be reviewed and strengthened, as relevant, within available resources.
11. Provide restorative support to affected offices/teams	Examine possibilities for providing restorative measures to offices/teams affected by incidents of sexual harassment and sexual exploitation and abuse	Organizations accept the recommendation	December 2019	<p>Currently, the organizations provide such support on an on-demand basis through human resources, ethics and ombudsman teams (e.g., advice to managers, support missions, etc.). Organizations are also leveraging opportunities for engaging staff counsellors for this purpose, as needed.</p> <p>Organizations will streamline, as needed, the respective services offered to offices and issue relevant guidance.</p>
12. Rationalize coordination mechanisms and prioritize implementation of agreed measures	Further streamline internal reporting processes across the United Nations. Rationalize United Nations system mechanisms to avoid duplication and to ensure focused effort on priority issues.	Organizations accept the recommendation	December 2019	Noting recent progress in streamlining the agendas of multiple inter-agency mechanisms and increased focus on implementation, organizations will raise this concern in the context of the CEB Task Force on Sexual Harassment, IASC and working mechanisms related to sexual exploitation and abuse led by the United Nations Secretariat.

B. Recommendations applicable to UNDP

<i>Issue - Observation</i>	<i>Recommended action point</i>	<i>Management response</i>	<i>Expected completion date</i>	<i>UNDP comments</i>
13. Enhance management risks of sexual harassment and sexual exploitation and abuse	Consider how to include sexual harassment in the organization's enterprise risk management (ERM) framework	UNDP accepts the recommendation	December 2019	The UNDP ERM framework already includes sexual exploitation and abuse as a risk sub-category. Sexual harassment will also be added. Relevant guidance will be prepared and issued.
14. Follow up on country-level action plans	Prioritize follow-up on action plans, support and guidance to country offices	UNDP accepts the recommendation	December 2019	As part of their oversight function, regional bureaux will ensure regular follow-up on the implementation of the country-level action plans and provide periodic updates to the UNDP Executive Group. The task force is already available to support country offices, as relevant. Additional guidance on most common challenges will be issued. All country offices will be expected to provide a detailed update on the implementation of their action plans in 2019 in the annual certificates to the Administrator at the end of 2019.

C. Recommendations applicable to UNFPA

<i>Issue – Observation</i>	<i>Recommended action point</i>	<i>Management response</i>	<i>Expected completion date</i>	<i>UNFPA comments</i>
15. Risk of blurred responsibilities	It is recommended that internal coordination in UNFPA be attentive to clear distinction of responsibilities among the actors involved	Organization accepts the recommendation	July 2019	While roles and accountabilities are clearly delineated at the policy level, UNFPA acknowledges that the multitude of resources available may result in a perceived lack of

<i>Issue – Observation</i>	<i>Recommended action point</i>	<i>Management response</i>	<i>Expected completion date</i>	<i>UNFPA comments</i>
				transparency. Communication efforts will be increased to clarify responsibilities of the various entities involved.
16. Involvement of the Division of Human Resources (DHR)	Consider whether DHR should play a larger role in relation to assisting victims	Organization accepts the recommendation	December 2019	DHR, in cooperation with the senior focal point on prevention of sexual abuse and exploitation and sexual harassment, will train selected human resource personnel to assist victims, including through early interventions in appropriate cases.

D. Recommendations applicable to UNOPS

<i>Issue - Observation</i>	<i>Recommended action point</i>	<i>Management response</i>	<i>Expected completion date</i>	<i>UNOPS comments</i>
17. Communicating on the external webpage	It is recommended that UNOPS seek to make its website more accessible and informative, as well as provide direct links to reporting and assistance.	UNOPS accepts the recommendation	July 2019	Regarding the inclusion of direct links for reporting allegations and requesting assistance, this has already been implemented. Moreover, the UNOPS Internal Audit and Investigations Group has a new email account, entitled investigations@unops.org , so it less confusing where to report sexual exploitation and abuse. In addition, UNOPS has initiated an assessment of its external webpage as it relates to sexual exploitation and abuse/sexual harassment and would make changes should any measures to

<i>Issue - Observation</i>	<i>Recommended action point</i>	<i>Management response</i>	<i>Expected completion date</i>	<i>UNOPS comments</i>
				make it more accessible and informative be identified.
18. Local/country action plans	It is recommended that UNOPS establish and implement country action plans on sexual exploitation and abuse and sexual harassment.	UNOPS accepts the recommendation	July 2019	Corporate action plans will be shared with the regional offices for them to establish regional action plans and guide local offices in establishing local action plans including at the country level. The corporate task force covering sexual exploitation and abuse and sexual harassment will guide regional management and oversight advisers regarding the monitoring of the implementation of the regional and local action plans.
19. Enhance management of sexual harassment and sexual exploitation and abuse risks	It is recommended that UNOPS consider how to include sexual harassment in the organization's ERM framework.	UNOPS accepts the recommendation	July 2019	UNOPS has recently adopted a new ERM system. UNOPS risk categories are embedded into the system and include sexual exploitation and abuse/sexual harassment as one of the relevant subcategories.