

**Joint information note on the protection against sexual
exploitation and abuse and sexual harassment**

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Joint background note of UNDP/UNFPA/UNOPS to the Executive Board on the protection from sexual exploitation, abuse and harassment

I. Shared challenges, opportunities and collaboration

1. Protection from sexual exploitation and abuse and sexual harassment (PSEAH) remains an essential aspect of all humanitarian and aid work, but efforts in 2025 were severely affected by drastic staffing and funding cuts. Financial pressures in the United Nations system are affecting protection systems and survivor support services and have substantively impacted traditional approaches to prevent and respond to sexual misconduct. Even prior to the implications of the funding cuts were apparent, both the comprehensive assessment commissioned by the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse (OSCSEA), and the findings of the Joint Inspection Unit (JIU) review of policies and practices to prevent and respond to sexual exploitation and abuse in United Nations system organizations (JIU/REP/2025/2) observed existing system-wide funding constraints; inconsistencies in leadership commitment and the implementation and application of policies and frameworks; gaps in screening and vetting practices; and delays or failures in investigative and accountability processes. Paradoxically, the greatest need for protection services (including gender-based violence programming) coincides with the least funded areas for PSEAH. Reduced funding – and by extension significant limitations in assistance and services – diminish accountability for SEAH perpetrators and restrict potential victims’ access to reporting avenues and life-saving prevention and response services. Recommendations from the JIU, the comprehensive assessment, and the Chief Executive Board (CEB) Executive Group on addressing sexual harassment in the United Nations system underscored that predictable funding, meaningful technical staffing and sustained leadership commitment continue to be critical to meeting protection obligations across the full United Nations system.

2. UNDP, UNFPA and UNOPS remain committed to the policy and practice of zero tolerance for sexual misconduct and to collective action addressing the challenges noted above. In 2025, the three organizations continued to be engaged in various inter-agency working groups, including the Inter-Agency Standing Committee (IASC), PSEAH Technical Advisory Group Practitioners and Prevention task teams and the OSCSEA Working Group, as well as by supporting coordination of country-level inter-agency PSEA Networks. This collaboration enhanced joint advocacy for sustained and predictable funding across several donor forums (including the FCDO-led Wilton Park Conference, and the OECD Development Action Committee Reference Group on Addressing SEA), developed inter-agency technical standards and practices, and ensured robust prevention, reporting mechanisms and survivor support referral pathways across programs and operations. Notably, all three entities are engaged in, or are leading the workstreams developed to support implementation of specific JIU recommendations to strengthen the United Nations PSEAH systems; all are currently piloting or fully implementing the Misconduct Disclosure Scheme; and all three are leading or supporting priority workstreams identified by the CEB Executive Group on sexual harassment.

II. UNDP strategic update

A. Sexual exploitation and abuse (SEA) and sexual harassment (SH) reporting mechanisms are safe, accessible and survivor-centred

3. All personnel are obligated to report formal incidents of sexual exploitation and abuse and sexual harassment (SEAH) through the Office of Audit and Investigations’ (OAI) confidential reporting channels, accessible in 26 languages. Reports are managed by a team of sexual misconduct investigators trained in trauma-informed investigations. Victims/survivors have access to a range of support services, including the Ombudsperson, the Ethics Office (protection against retaliation), the Victim Support Officer (VSO) and UNDP in-house counsellors. For SEA, UNDP country offices are required to ensure that communities are informed of available reporting mechanisms either set up directly or in collaboration with other agencies or through the UNCT PSEA co-ordinator.

4. In 2025, UNDP trained 6,700 personnel including on mechanisms for reporting allegations and related support (see also section 4.3) and supported country offices in their prevention work. UNDP acknowledges that concerns

remain around risk of retaliation, distrust in the system, the lengthy investigation process, and perceived limitations in holding perpetrators accountable. Prevention remains a strategic priority, alongside ensuring timely and fair accountability, and justice for victims/survivors.

A.1. Safe, accessible, gender and child-sensitive mechanisms for reporting SEA and SH are in place and are victim/survivor-centred

5. 125 country offices confirm personnel are informed about how to report SEAH, an increase from 122 in 2024;
6. 84 country offices have established SEA reporting mechanisms, an increase from 81 in 2024;
7. 63 country offices confirm inter-agency process in place to receive and respond to allegations – a decrease from 70 in 2024.

A.2. Community engagement and awareness raising on PSEA is carried out in each community receiving and/or affected by United Nations assistance

8. 93 country offices confirm action taken to raise awareness among local populations - increase from 68 in 2024;
9. 84 country offices have informed local populations on local mechanisms to report SEA - increase from 80 in 2024.

B. Investigations are survivor-centred, timely, and result in appropriate accountability measures

10. Sexual misconduct allegations are treated as a high priority from the initial intake stage and are subject to prompt assessment. Upon receipt of an allegation, a needs assessment for the victim/survivor is conducted from the outset and maintained throughout the investigation. Security considerations are integrated into the planning and execution of each investigation, with the investigation team taking all reasonable measures to mitigate risks. In SEA cases, available local victim support services are promptly identified, and investigators work in close coordination with UNDP VSO and local PSEAH focal points to ensure that victims/survivors receive timely and appropriate assistance. Security teams at the country, regional, or global level, including UNDSS, conduct risk assessments and implement measures to safeguard the victim/survivor. UNDP VSO works closely with the sexual misconduct investigations team to support victims/survivors and to ensure they are kept informed throughout the investigation.

11. UNDP does not have the mandate to investigate SEA cases involving third parties (e.g. an implementing partner employee who may have abused a beneficiary). In these cases, the country office brings the matter to the IP's attention for them to investigate directly while keeping UNDP informed, including on victim/survivor support. The UNDP investigations team remains available to provide technical guidance and support as required.

12. UNDP maintains a confidential case management system through which all sexual misconduct cases are tracked and reported to senior management. OAI provide the Executive Board with a comprehensive overview of all sexual misconduct cases and their outcomes in its annual report, while disciplinary measures are published in the UNDP Annual Report of the Administrator on UNDP Administration of Justice. All SEA reports are submitted to the UN Secretariat in real time via the 'i-tracker' system and are reflected in mandated public quarterly reports and the Secretary-General's annual report on SEA allegations.

B.1. Investigations are victim/survivor-centred including by keeping the victims/survivors informed and supported, in line with their wishes

13. Victims/survivors are kept informed at each stage of the investigative process as follows:

- (a) After assessment – either closed or moved forward for investigation;
- (b) After investigation – either closed or, if substantiated, the investigation report is transmitted for review to the Office of Legal Services (OLS) in cases where the subject of the investigation is a staff member, or to the relevant UNDP Office in cases where the subject of the investigation is non-staff personnel;

- (c) After legal review and/or disciplinary process by OLS – either closed or administrative or disciplinary action taken in cases where the subject of the investigation is a staff member, or by the relevant UNDP Office in cases where the subject of the investigation is non-staff personnel.

B.2. SEAH investigations – cases are carried out in a timely manner and appropriate accountability measures are taken.

Table 1. Total caseload received in 2023, 2024 and 2025

Year	SH	SA	SEA	Total	Cases carried over from previous year	Total Caseload
2023	11	4	7	22	15	37
2024	23	8	7	38	9	47
2025	22	5	10	37	26	63

Note: Sexual misconduct complaints which did not fall within the mandate of OAI: 10 concerning implementing partners were referred to the relevant UNDP office and partner for further action; 7 were referred to other agencies for action.

Table 2. Cases proceeding to investigation

Year	#investigations opened	# closed investigations	#substantiated investigations	# unsubstantiated investigations
2023	9	13	9	4
2024	19	8	3	5
2025	10	15	8	7

Note: Figures do not include cases closed at assessment.

14. OAI data confirms that women continue to be disproportionately affected. In 2025, in cases where victims of sexual misconduct were identified, 93% of perpetrators were male (100% in 2024), and 91% of victims were female (95% in 2024) while recognizing that men may be less likely to report. Around 27% of cases were closed in 2025 either at assessment or investigation due to lack of victim consent. Around 62% of cases (2024-25) involved some kind of power imbalance with the subject either being more senior than the victim/survivor or having a more ‘secure’ contract – clear examples of abuse of power. Investigation data from 2018–2025 shows that cases are generally distributed across regions.

15. On average, investigations take approximately 13 months to complete, compared to 3 months for assessment only cases. Where allegations concerning staff members are substantiated by OAI, cases are subsequently referred to OLS for legal/disciplinary action, as appropriate. In 2025, the average duration for completing the legal/disciplinary process was 145.5 working days, which is within the 180 working-day timeframe prescribed under the UNDP Legal Framework.

C. Adequate safeguards and appropriate actions ensure the effective tackling of SEA when working with implementing partners

16. All UNDP Implementing Partners (IPs), including commercial partners, contractors, and vendors sign agreements that incorporate PSEAH standards and requirements. To support country offices, headquarters provides ready-to-use resources, such as sample invitation letters, presentations, facilitator guides, and tailored training tools. All IPs and Responsible Parties must complete a PSEAH capacity assessment using the UNDP Partner Capacity Assessment Tool (PCAT) which aligns with the UN IP Protocol and the UN Partnership Portal. In 2025, PCAT was digitised as part of our corporate planning system (Quantum+) and is being rolled out (with some delays) enabling improved corporate analysis and tracking. UNDP PSEAH assessments can be shared and manually uploaded to the UN Partnership Portal for wider United Nations system use. IPs with limited PSEAH capacity are formally notified in writing of their PSEAH responsibilities and offered awareness and available capacity-strengthening support. For IPs involved in higher-risk programmes, capacity-strengthening plans are developed and implemented to address gaps and ensure adherence to PSEAH standards.

C.1. Implementing partners have adequate PSEA safeguards in place and action is taken related to sexual exploitation and abuse

17. 96 country offices raised the issue of SEAH with their implementing partners in 2025, an increase from 88 in 2024.

D. Efforts to address SEA and SH across the organization are continuously strengthened including through reinforced capacity, evidence based and risk informed approaches

18. UNDP SEAH risk assessment tools include: (a) Enterprise Risk Management (ERM) Policy; (b) Social and Environment Standards Screening (SESP), which embeds SEA risk; (c) SEAH Country Level Risk Assessment Tool; and (d) SEAH Project Risk Assessment Tool. UNDP also uses the IASC Sexual Exploitation and Abuse Risk Overview (SEARO) to prioritize training in high-risk countries. In 2025, 87% of projects completed the SESP, compared to 74% in 2024.

19. Since 2024, over 13,000 personnel – including all senior management – have been trained and more than 90 country offices received tailored PSEAH support. In 2025, 60 PSEAH focal points had access to funding and 38 country offices established budgeted PSEAH Taskforces, reflecting senior management’s budgetary commitment to PSEAH. In 2025, the PSEAH team in HQ handled over 1000 requests from PSEAH Focal Points demonstrating a high level of activity. The PSEAH Community of Practice (362 members) remains an active knowledge hub. In April 2026, UNDP launched a trilingual PSEAH Focal Point Academy providing facilitated online learning to strengthen the capacity of our PSEAH Focal Points

20. In 2025, UNDP launched a comprehensive review of its SEA and SH policies to be completed in 2026, including consideration of a unified sexual misconduct policy in response to the JIU recommendation.

D.1. Regular SEA and SH risk assessments inform prevention and response strategies

21. 88% of projects have completed the SESP where SEA risk is embedded (as of March 2026).

D.2. PSEA/SH focal points and/or dedicated PSEA/SH specialists are appointed at HQ, regional and country level

Headquarters/regional office

22. UNDP corporate PSEAH Taskforce chaired by the Administrator’s Special Adviser;

23. 7 Regional PSEAH Focal Points;

24. 10 PSEAH Focal points in five regional hubs.

Country office

25. 126 country offices have a PSEAH Focal Point (or multiple focal points) in place;

26. 126 country offices have a PSEAH Action Plan in place, an increase from 124 in 2024;

27. 89 country offices have a PSEAH Task Team in addition to the PSEAH Focal Point, an increase from 86 in 2024;

28. 106 country offices have clear TORs for the PSEAH Focal Point, an increase from 103 in 2024;

29. 60 country office PSEAH Focal Points have access to financial resources, a decrease from 62 in 2024;

30. 120 country offices confirm PSEAH focal points report regularly to CO Senior management - an increase from 116 in 2024;

31. 59 country offices have a Respectful Workplace Facilitator in place, an increase from 52 in 2024.

D.3. All staff and related personnel complete the mandatory in-year [refresher] training and/or briefing on PSEA and SH

Table 3. Mandatory courses – completion rates

Year	Ethics & Integrity	SEA course	SH course
2023	90%	96%	94%
2024	93%	94%	94%
2025	97%	96%	96%

Note: Compliance with mandatory training is a prerequisite for participation in any UNDP learning and development opportunity, including career and leadership development programmes.

32. In addition to the mandatory training, in 2025 UNDP delivered 167 PSEAH workshops across multiple regions, in English, French and Spanish for over 6,700 personnel, including on individual reporting obligations; 99.8% of respondents indicated they would recommend the training sessions.

33. 126 country offices (100%) say that all personnel have been informed of SH and SEA standards;

34. 126 country offices confirm that all personnel have been informed about actions to prevent SEAH;

35. 125 country offices confirm that all personnel have been informed about how to report SEAH, an increase from 122 in 2024.

D.4. Reference checking and vetting for prior misconduct is systematically carried out as part of recruitment processes

36. UNDP screens all prospective personnel for prior SEAH violations as part of its recruitment process through: the application form (if an applicant is found to have provided false information, their appointment/contract is terminated); the ClearCheck database; and mandatory reference checks. PSEAH clauses are included in all personnel contract agreements. Since 2025, UNDP added six subjects to ClearCheck, totalling 30 since ClearCheck was launched. UNDP expanded its Misconduct Disclosure Scheme (MDS) pilot to five more countries bringing the total to 10, targeting all International Professional and National Officer recruitments. The expanded pilot will be evaluated at the end of 2026.

E. Quality, victim/survivor-centred support is operationalized

37. In 2025, UNDP recruited a full-time Victim Support Officer (VSO) who works with OAI, the Ombudsperson’s Office and the UNDP Well-being Team to ensure sexual harassment victims/survivors receive psycho-social support. For SEA cases, the VSO, PSEAH Focal Points and sexual misconduct investigation team help identify and facilitate referrals to available in-country services. Country offices are encouraged to engage national counterparts and PSEAH networks to establish or strengthen victim assistance services through national and local capacity-building. At the corporate level, the VSO is reviewing UNDP victim support procedures and guidelines, drawing on the work of inter-agency working groups and consulting with the UN Victims’ Rights Advocate (VRA) to align with best practices. UNDP is also developing a victim/survivor survey to ensure policies and procedures reflect lived experience.

E.1. Assistance for victims/survivors of SEA and SH is provided in accordance with established protocols and standards [including the UN Victims Assistance Protocol, victim/survivor-centred approach, and Gender-Based Violence (GBV) and Child Protection (CP) referral pathways]

38. 90 country offices identified local victim/survivor support providers to assist victims/survivors of SEA, an increase from 81 in 2024;

39. 63 country offices used victim/survivor support providers established through a UN inter-agency process, an increase from 60 in 2024.

E.2. The implementation of the UN Victims Assistance Protocol is strengthened at country level

40. In 2025, UNDP rolled out its updated PSEAH training materials for country offices which emphasised the victim-centred approach in line with the UN Victim Assistance Protocol with particular focus on: a) centring the needs, rights, and well-being of victims/survivors in all decisions; b) ensuring timely provision of assistance; c) strengthening coordination among all stakeholders for seamless support delivery; d) maintaining strict confidentiality; and e) upholding the principle of non-discrimination to ensure equitable access to assistance for all victims/survivors.

F. Inter-agency coordination and collaboration on PSEA and SH are strengthened

41. In 2025, 100% of country offices participated in UN inter-agency PSEA Networks with victim support coordinated at the inter-agency level in about half of offices, contributing to a more coordinated and effective response. These UN-led networks often include NGOs, government counterparts, and other stakeholders, reinforcing collective prevention and response efforts.

F.1. Entity actively contributes to the improvement of inter-agency coordination and collaboration on PSEA at country-level, including through the development and implementation of UNCT PSEA Action Plans and participation of the PSEA focal points in the inter-agency PSEA coordination structures

42. 104 country offices confirm an inter-agency PSEA co-ordinator and/or PSEAH network in-country, a decrease from 112 in 2024;

43. 120 country offices confirm that UNDP is part of the inter-agency PSEAH network, a decrease from 127 in 2024;

44. 52 country offices confirm PSEA Inter-agency Network has a dedicated budget, an increase from 42 in 2024;

45. 16 country offices indicate that Government is part of the PSEA Inter-agency Network, a decrease from 18 in 2024.

F.2. Entity actively participates in and contributes to the work of PSEAH coordination structures at global level

46. UNDP participated in the following inter-agency groups in 2025:

(a) CEB High-Level Committee on Management (HLCM) Working Group on Sexual Harassment, and three of the five workstreams under this mechanism;

(b) Technical Advisory Group of the IASC on SEA;

(c) UN PSEA Task Force, led by the UN Office of the Special Coordinator (OSC) and its 15 technical working groups.

47. In 2025, UNDP co-chaired the task force on commercial partners, finalizing the first draft minimum PSEAH standards for vendors and commercial partners; co-led the PSEA Coordinator Course for the second consecutive year; and developed a training package for UN Country Teams (UNCTs) and Humanitarian Country Teams (HCTs), rolled out in four regions. In 2025, UNDP co-organized 45 inter-agency PSEAH “Open House” sessions with the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse (OSCSEA) and IOM. These sessions, attended by more than 150 inter-agency coordinators, provided a safe space for peer exchange and field-based learning.

G. Culture change that addresses the root causes of SEA and SH is advanced

G.1. Organizational culture and behaviour change to end sexual misconduct are actively promoted and form an organizational priority

48. The UNDP Speak Up Culture Programme promotes civility, transparency, respect, and freedom from fear, where people have the tools to shape their employee experiences and create an environment where they can thrive. UNDP's Engagement and Inclusion surveys show that country offices piloting Speak Up sessions recorded measurable improvements in inclusion and belonging scores, with several reporting gains of over 10 percentage points between 2023 and 2024 in respectful treatment, fair evaluation, and empowerment indicators. The programme has been scaled through a training-of-trainers model, creating a global network of facilitators to adapt and deliver sessions in their own regional and cultural contexts. In 2025, over 550 leaders joined UNDP Leaders for 2030 Programme that reinforces leadership behaviours that counter harassment and discrimination, uphold fairness, and encourage ethical decision-making.

G.2. Staff perception and engagement surveys inform the actions to improve the organizational culture

49. The UNDP Engagement Survey captures personnel perceptions of their overall work experience and environment. The Inclusion Survey provides insight into progress in fostering a respectful, inclusive workplace which is an essential foundation for preventing and addressing SEAH. The People Leadership Pulse focuses on leadership behaviours and team dynamics, helping managers understand how their day-to-day actions influence trust, psychological safety and team experience. Inclusion Survey participation rose to 62% in 2025 (from 53% in 2024). The Inclusion Index increased to 77 (+2 points from 2024), reflecting steady progress in ensuring all personnel feel respected, valued, and supported.

50. The 2025 Inclusion Survey included a section on prohibited conduct (harassment, sexual harassment, abuse of authority, discrimination). 83% report having not experienced such conduct. But only 68% feel comfortable speaking up with fear of negative consequences the primary barrier. These results highlight the importance of strengthening trust, psychological safety, and confidence in reporting mechanisms. Following a joint review of the findings by Ethics, OAI, HR, and PSEAH teams, actions will focus on broader culture transformation efforts, especially strengthening a speak-up culture, while addressing the persistent gap between policy and lived experience, and exploring targeted management interventions to improve timely and appropriate responses to reported cases.

III. UNFPA strategic update

51. UNFPA maintains a zero-tolerance policy for all sexual misconduct, reinforced by a "tone at the top" that prioritizes the dignity and safety of personnel and populations served. As part of the UNFPA commitment to being survivor-centred, accountable, evidence-informed, and impact-driven the organization's key achievements in 2025 included 15 country and regional office missions, the development of a PSEAH Monitoring and Evaluation Framework, continuation of the pilot of the Misconduct Disclosure Scheme, creation of a digital PSEAH Dashboard, establishment of a unique and innovative learning program, the securement of two staff positions (through secondments), and a 1.5million EUR grant to implement a global inter-agency SEAH Prevention Toolkit and digital Knowledge Platform. UNFPA incorporated PSEAH into the Strategic Plan 2026–2029 results framework as both an organizational efficiency indicator and a development result, and embedded PSEAH requirements into its Emergency Response Policy and Procedures (establishing a PSEA Specialist Surge Roster and creating an Emergency Activation PSEA Checklist).

52. UNFPA launched a comprehensive and innovative learning curriculum in 2025, with a particular focus on promoting leadership action and accountability, shifting from awareness to skills and competencies, and addressing the action gap, over the knowledge gap. This program moves beyond compliance-based training and has created immersive learning journeys that utilize gamification, virtual reality, and creative digital tools. UNFPA also established the Sexual Harassment Reference Group as a critical personnel-driven body to support organizational and leadership efforts to address sexual misconduct so they are informed by survivors, bystanders, and those most at risk. The UNFPA Integrity Group updated its terms of reference to reinforce its commitment to strengthening accountability, building trust in the organization's systems, and promoting a safe and responsive speak-up culture.

53. The Executive Director continues to reinforce leadership accountability, confirming full compliance with the Secretary-General's Special Measures on Protection from SEA: affirming 100 per cent of offices, business units and divisions reported all allegations of SEA, completed the mandatory PSEA training, and had all appointed PSEA Focal Points.

54. Progress against outcomes and indicators to strengthen PSEAH across UNFPA is summarized below.

A. SEA and SH reporting mechanisms are safe, accessible and survivor-centred

55. The Office of Audit and Investigation Services (OAIS) manages the confidential, multilingual reporting hotline of UNFPA. Technical access and awareness are high, with 93% of regional and country offices confirming duty-station availability of reporting mechanisms—a 4% increase over 2024. However, data from internal UNFPA and United Nations system-wide surveys and from consultations with personnel and community members reveals that barriers to reporting still persist - as they do across the full United Nations system. According to the UNFPA Global Staff Survey (2024), 47% of personnel who witnessed or experienced misconduct chose not to report it. The 2025 Annual United Nations system SEA Perceptions Survey noted that almost 42% of UNFPA personnel choose not to report when they are aware of instances of sexual misconduct (across both surveys, this number is 2 times higher

among females than males). Respondents indicate that reluctance is driven by fears of retaliation, “negative consequences” for reporting, lack of confidentiality, belief that “nothing will be done,” and reputational risk.

56. To bridge this gap, the PSEAH Unit undertook four regional missions (which included 15 country office visits) to identify and implement targeted, evidence-based interventions, focused on amplifying leadership accountability, addressing reporting resistance barriers, building trust and confidence in reporting and accountability systems, and institutionalizing focus groups and reverse-mentoring approaches—to rebalance power dynamics and foster psychological safety. OAIS, the PSEAH Unit, and UNFPA leadership conduct regular Town Halls, have designed an “Ideas into Action” learning series, and issue staff-wide newsletters to promote reporting and to build and reinforce trust in accountability systems. Complementing these global efforts, regional and country offices have spearheaded localized, community-led initiatives: 75% of these offices conducted direct consultations with personnel and local communities—prioritizing women and girls—to tailor mechanisms to their specific safety preferences. This field-level engagement is driving tangible change, with 37% of offices already implementing concrete procedural updates based on direct feedback. Fifty-five per cent of offices now engage in both UNFPA-specific and inter-agency PSEA initiatives, a significant increase from 40% in 2024.

A.1. Safe, accessible, gender and child-sensitive mechanisms for reporting SEA and SH are in place and are victim/survivor-centred

57. 93 per cent of regional and country offices have mechanisms for reporting SEA and SH at their duty stations;

58. 98 per cent of these have reporting mechanisms that are at least somewhat safe, accessible and survivor-centred;

59. 52 per cent have mechanisms that meet all key criteria.

A.2. Community engagement and awareness-raising on PSEA is carried out in each community receiving and/or affected by United Nations assistance

60. 87 per cent of regional and country offices implemented community engagement and awareness-raising on PSEA;

61. 27 per cent undertook UNFPA-specific activities; 18 per cent participated in inter-agency efforts; and 55 per cent engaged in both UNFPA and inter-agency initiatives.

B. Investigations are survivor-centred and timely, and result in appropriate accountability measures

62. OAIS remains steadfast in its commitment to survivor-centred investigative approaches, treating every sexual misconduct report as a top priority. To standardize and reinforce these processes beyond UNFPA, OAIS spearheaded the development and issuance of the IASC Investigators’ Manual: A Victim-Centred Approach to Investigations of SEA Complaints and hosted a multi-agency forum with the Office of the Victims’ Rights Advocate in June 2025 to discuss best practices. Its multi-disciplinary investigations team leverages specialized training on survivor-centred investigation procedures to prioritize survivor well-being from initial assessment to conclusion of the case, maintaining engagement with survivors through dedicated points of contact, providing milestone updates, and offering referral information to support services. OAIS often recommends protective measures, which can include a change of supervisory arrangements or putting the main subject on administrative leave.

63. In 2025, OAIS saw a 9% increase in sexual misconduct complaints and substantially improved the timeliness of its investigations, indicating progress in UNFPA efforts (by OAIS, leadership, and the PSEAH Unit), to build confidence in reporting and accountability measures. While the average closure time for all 42 cases of alleged sexual misconduct that were registered between 2019 and 2025 was 24 months, the 10 cases received in 2025 took an average of 3.9 months, reflecting OAIS’ enhanced staffing structure and its efforts to prioritize the closure of older cases while improving the timeliness of more recent cases. UNFPA has invested significantly in the investigation function over the last year to meet demand and respond to cases of sexual misconduct quickly. Upon the conclusion of an investigation, OAIS submits its investigation dossier to the Legal Office, which advises UNFPA management on the initiation of the disciplinary process and the imposition of any disciplinary measure. Substantiated cases of SEAH may lead to dismissal or separation from service. UNFPA ensures survivors are informed once disciplinary actions are determined and maintains transparency by publishing the disciplinary measures and related actions taken following substantiated allegations of SEAH annually, while also reflecting them in the public United Nations iReport portal.

B.1. Investigations are victim/survivor-centred, including by keeping victims/survivors informed and supported, in line with their wishes

64. Of the cases that progressed to full investigation, OASIS notified survivors of the closure of the matter in 100 per cent of the cases;

65. 90 per cent of UNFPA investigators have been trained on survivor-centred investigation procedures.

B.2. Investigations are carried out in a timely manner and appropriate accountability measures are taken

66. Completed cases of sexual misconduct (10 in 2025) were closed on average 3.9 months after receipt;

67. 100 per cent of substantiated allegations of sexual misconduct cases perpetrated by UNFPA personnel were recorded in Clear Check (3 subjects were added to ClearCheck in 2025).

C. Adequate safeguards and appropriate actions ensure the effective tackling of SEA when working with implementing partners

68. UNFPA remains a leading participant in the inter-agency working group on the IP Protocol, contributing to a coordinated approach to its implementation and the use of the PSEA Module in the United Nations Partner Portal. The organization has fully operationalized the United Nations Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners (“IP Protocol”) through its incorporation into the Policy and Procedures for Selection, Registration and Assessment of Implementing Partners. UNFPA civil society organization partners were assessed for their PSEA capacities either by UNFPA workplan managers, with technical support from the PSEA focal points, or by another United Nations entity. In 2025, UNFPA achieved a significant qualitative shift in the PSEA maturity of its partners: the percentage of partners reaching "Full Capacity" increased from 60% in 2024 to 74% in 2025. For those partners that did not meet full capacity, UNFPA provided additional training to support partners in understanding their obligations to prevent and respond to SEA.

69. As needed and or determined necessary, UNFPA investigates incidents of SEA reported by or implicating its implementing partners. Based on the investigation report, the UNFPA Implementing Partner Review Committee (IPRC), consults with OASIS, the Legal Office, the Programme Division and the PSEAH Global Coordinator to determine any additional accountability or risk mitigation measures to be put in place or whether to institute sanctions proceedings. Sanctions in response to ineffectual actions by the implementing partner or a classification of “ineligible for partnership” could include suspension, termination or forgoing future partnerships with the respective implementing partners.

C.1. Implementing partners have adequate PSEA safeguards in place and action is taken related to sexual exploitation and abuse

70. 97 per cent of implementing partners were assessed;

71. Among those assessed, partner capacity was determined to be: 74 per cent full capacity; 10 per cent medium capacity; 12 per cent low capacity (IPs received training and support); 3 per cent have no contact with beneficiaries; and 1 per cent of ratings are not yet recorded in the United Nations Partner Portal.

D. Efforts to address SEA and SH across the organization are continuously strengthened, including through reinforced capacity, and evidence-based and risk-informed approaches

72. To reinforce its institutional capacity, UNFPA secured funding for two critical positions within the PSEAH Unit through donor secondments from Switzerland and Denmark, one of which was allocated to the West and Central Africa Regional Office to prioritize direct field-based support. In 2025, the PSEAH Unit conducted 15 regional and country office missions – a significant increase from 2 missions in 2024 - to provide targeted support, directly assess personnel and programmatic priorities and to ensure tailored and impactful technical assistance. The Organization used its Corporate Learning Budget to implement the Ideation Challenge - an innovative, bottom-up, and personnel-driven initiative empowering UNFPA country offices to design and implement transformative and context-specific PSEAH solutions. UNFPA completed its first 2-year PSEAH Strategy in December of 2025 and is currently finalizing the next iteration of the PSEAH Strategy for 2026-2027.

73. In June of 2025, the PSEAH Unit launched a repurposed PSEAH digital hub on the UNFPA intranet, ensuring access of all personnel to technical tools, trend and pattern analysis, guidance on how to report, and resources for personnel, management and leadership to address both SEA and SH across the Organization's programs and operations. To monitor global impact, the PSEAH Unit developed a centralized data Dashboard and created a PSEAH Monitoring and Evaluation Framework. In 2025, 83% of offices conducted SEAH risk assessments, with 86% using the analysis to inform programmatic design and 79% to inform operational decisions. While UNFPA-specific risk assessments rose to 74% (from 68% in 2024) due to strategic institutional investment, participation in inter-agency assessments fell to 49%, reflecting system-wide funding cuts over 2025 that had a particular impact on inter-agency PSEA Coordination and infrastructure. By institutionalizing use of data and evidence, UNFPA ensures that strategic decision-making and leadership actions are informed by documented lessons learned and real-time progress.

D.1. Regular SEA and SH risk assessments inform prevention and response strategies

74. 83 per cent of regional and country offices conducted an SEA risk assessment in 2025, either a UNFPA-specific or inter-agency assessment, or both;

75. 74 per cent carried out a UNFPA-specific assessment;

76. 49 per cent participated in a country-wide SEA risk assessment led at the United Nations country team (UNCT) level.

D.2. PSEA/SH focal points and/or dedicated PSEA/SH specialists are appointed at headquarters, regional and country levels

77. 100 per cent of regional and country offices have appointed PSEA Focal Points (274 individuals);

78. UNFPA has 9 dedicated PSEAH staff or personnel at field levels: Afghanistan (3); Ukraine (2); Zambia (1); Colombia (1); Latin and Central America Regional Office (1), and Northwest Syria (1);

79. At UNFPA headquarters, one P5 FTA, one P4 FTA, and two International Consultants (PSEAH Unit within OED), one General Service Administration personnel (shared with one other unit in OED).

D.3. All staff and related personnel complete the mandatory annual training and/or briefing on PSEA and SH

80. 100 per cent of staff completed the mandatory online PSEA course;

81. 92 per cent of staff completed the course "United to Respect" on protection from SH.

D.4. Reference-checking and vetting for prior misconduct is systematically carried out as part of recruitment processes

82. Three subjects were added to Clear Check in 2025;

83. 100 per cent of candidates were vetted for prior misconduct through Clear Check;

84. 100 per cent of candidates from all MDS-participating entities were vetted.

E. Quality, victim/survivor-centred support is operationalized

85. Survivor-centred support remains the core of the UNFPA PSEAH mandate, ensuring that all survivors – regardless of whether they choose to formally report – have immediate access to assistance. The Global PSEAH Coordinator, serving as the Sexual Misconduct Support Focal Point, had a 62.5% increase in individuals seeking support, guidance or information in 2025 (compared to 2024). Ninety percent of offices now provide assistance in line with established protocols, and 77% report effective operationalization of the UN Victim Assistance Protocol. These achievements are particularly significant given the current decimation of GBV programming due to funding cuts and stop-work orders. Compromised GBV program infrastructure has reduced safe reporting points and limited the availability of trusted, technically sound support for those most at risk of SEAH. Newly introduced 2025 impact indicators suggest that while 56% of offices contextualized their survivor support protocols and 65% initiated support within 24 hours, there is an urgent need for increased resourcing dedicated to survivor support systems and GBV services. UNFPA continues to advocate for the restoration and strengthening of GBV services to both improve SEAH survivor response efforts, and to ensure availability of SEAH reporting points.

E.1. Assistance for victims/survivors of SEA and SH is provided in accordance with established protocols and standards – including the United Nations Victims Assistance Protocol, the victim/survivor-centred approach, and gender-based violence (GBV) and child protection referral pathways

86. 90 per cent of regional offices and country offices reported that assistance for survivors of SEA is provided in accordance with established protocols and standards.

E.2. The implementation of the United Nations Victims Assistance Protocol is strengthened at country level

87. 77 per cent of regional offices and country offices reported that the United Nations Victim Assistance Protocol is effectively operationalized.

F. Inter-agency coordination and collaboration on PSEA and SH are strengthened

88. UNFPA leveraged its GBV expertise and women's empowerment mandate to drive global accountability, enhance evidence-informed approaches, and promote survivor-centred inter-agency initiatives. In collaboration with the Office of the Victim's Rights Advocate, UNFPA continues to co-lead the IASC Technical Advisory Group (TAG) Practitioners' Working Group, spearheading the development of a survivor support compendium and resourcing models. In 2025, UNFPA also co-chaired the IASC TAG Prevention Working Group alongside the Global Fund to establish a standardized operational definition of SEAH prevention for the humanitarian sector. Additionally, UNFPA led Workstream Five of the Chief Executives Board (CEB) Executive Group on addressing SH in the United Nations system, where it developed a pilot framework to monitor progress and impact of system-wide SH interventions.

89. Across its country and regional programmes in 2025, UNFPA hosted or funded 9 inter-agency PSEA Network Coordinators across 8 contexts, 7 of which are classified as 'high-risk' for SEAH by the IASC. New impact indicators for 2025 note that 38% of UNFPA PSEA Focal Points lead on at least one PSEA Network Action Plan activity, and 60% of UNFPA country offices contribute to PSEA Network resources. The organization also provided expert facilitation for the 2025 IASC PSEA Coordinators Training, focusing on survivor-centred approaches and survivor assistance. This technical leadership extended to UNFPA representation and session leadership across key global forums, including the Wilton Park-hosted event on Sustainable Resourcing Models to Protect Against SEAH, and the annual OECD Development Action Committee SEAH Reference Group. These efforts ensure that the UNFPA mandate as the lead agency for GBV coordination continues to strengthen the broader United Nations response to sexual misconduct.

F.1. UNFPA actively contributes to the improvement of inter-agency coordination and collaboration on PSEA at the country level, including through the development and implementation of United Nations country team PSEA action plans and participation of the focal points in inter-agency coordination structures

90. 100 per cent of the UNFPA PSEA Focal Points regularly participate in PSEA Networks;

91. 39 per cent chair the inter-agency PSEA Network.

F.2. UNFPA actively participates in and contributes to the work of PSEAH coordination structures at the global level – including the SEA Working Group, the IASC PSEAH technical advisory group, and the Executive Group on addressing sexual harassment

92. Co-leads IASC TAG Practitioner's Working Group and Prevention Working Group;

93. Active member of the OSCSEA PSEA Working Group;

94. Leads Workstream 5 of the CEB Executive Group on addressing SH in the United Nations system.

G. Culture change that addresses the root causes of SEA and SH is advanced

95. UNFPA recognizes that effectively tackling SEAH requires a fundamental shift in Organizational culture – one that challenges individual mindsets, beliefs and behaviours while addressing systemic and structural factors that enable sexual misconduct, particularly gender inequality and abuse of power. To build trust and transparency, senior leadership prioritized psychological safety, fair processes and survivor-centred approaches. In 2025, the Integrity Group – comprising OAIS, the Ethics Office, the Legal Office, the PSEAH Global Coordinator, the Division of Human

Resources and the Office of the Ombudsman – continued to drive appropriate and systems-level resolutions of workplace concerns, including sexual misconduct. The PSEAH Unit also initiated the Leading with Integrity learning program, using virtual reality and digital tools to advance leadership and organizational competencies to impactfully reinforce UNFPA efforts to address SEAH.

96. UNFPA significantly advanced its commitment to an organizational culture of safety, accountability, dignity, gender equality and diversity, which are core pillars of PSEAH, throughout 2025. This commitment is operationalized through a values-driven business model that prioritizes equitable representation and the highest standards of conduct. To safeguard its "future-ready" workforce, the organization underwent an independent third-party audit of policies, human resources data, and employee perceptions, in preparation for re-certification for Equity, Diversity, and Gender Equality (EDGE) Move and EDGEplus certifications in 2026. These efforts were reinforced by the 2025 pay equity analysis, which confirmed that UNFPA maintains EDGE-compliant standards with no statistically significant differences in compensation between women and men. As part of its effort to continuously strengthen its organizational culture, in 2019, UNFPA launched the Culture Initiative as an organization-wide exercise to promote culture change and even stronger alignment with UN norms and expectations. This exercise led to the definition of five Culture Principles (Trust and Respect, Belonging, Commitment and Accountability, Team Spirit, and Innovation). In late 2025, UNFPA refined the Culture Initiative to include a priority focus on Change and Protection from SEAH and embedded the initiative within the Division for Human Resources.

G.1. Organizational culture and behaviour change to end sexual misconduct are actively promoted and form an organizational priority

97. 2,428 female personnel employed within UNFPA offices, representing 53 per cent of the overall workforce;

98. Percentage of female per staffing category: 55 per cent of Professional and Director-level; 47 per cent of General Service; 56 per cent of national professional officers; 66 per cent of United Nations Volunteers; 49 per cent of Service Contract holders.¹

G.2. Staff perception and engagement surveys inform actions to improve the organizational culture

99. One UNFPA Global Staff Survey Action Plan initiated (including actions on SEA, SH, and accountability);

100. Two presentations to the Executive Committee on UNFPA results from the OSCSEA global PSEA Survey, and the CEB EG Global SH Survey;

101. Three regional UNFPA surveys on sexual misconduct accountability perceptions and barriers to reporting SEAH.

IV. UNOPS strategic update

A. SEA and sexual harassment reporting mechanisms are safe, accessible, and survivor-centred

102. UNOPS continues to address challenges within its reporting systems to ensure they are perceived as confidential, trustworthy, and responsive for both personnel and community members. In 2025, as part of a broader effort to strengthen community prevention, engagement, and accountability, UNOPS issued guidelines for communicating with communities on SEAH and introduced a new policy requiring project-level complaints mechanisms. These initiatives emphasize the importance of creating accessible reporting channels that are available in local languages and adapted to the needs of populations with diverse literacy backgrounds and communities in areas with limited connectivity. Through these initiatives, UNOPS aims to strengthen community-level interventions and ensure a participatory role in raising concerns, seeking support, and accessing protection.

103. Trained PSEAH Focal Points remain a key reporting channel for both community members and UNOPS personnel. An increasing number of complaints are being shared with personnel who are not designated Focal Points. In response to this trend, UNOPS has expanded its capacity-building efforts to include all project personnel, equipping them with the knowledge and tools to respond sensitively and appropriately to disclosures, in line with a victim-centred approach. All UNOPS personnel have access to the new online Integrity Portal, which enables safe,

¹ The Service Contract modality has been replaced by a Local Service Contract modality.

confidential, and anonymous reporting. Building and maintaining trust in these reporting systems remains a critical priority for UNOPS, and the organization continues to work with stakeholders to ensure that its systems and processes are people-centred and grounded in principles of confidentiality and dignity.

A.1. Safe, accessible, gender and child-sensitive mechanisms for reporting SEA and sexual harassment are in place and are victim/survivor-centred

104.78% of country offices that were surveyed via an internal data collecting tool reported having a local mechanism in place for reporting SEA and sexual harassment.

A.2. Community engagement and awareness-raising on PSEA is carried out in each community receiving and/or affected by United Nations assistance

105.71% of country offices that were surveyed via an internal data collecting tool reported carrying out community engagement and awareness-raising on PSEA. This represents project specific activities as well as inter-agency work.

B. Investigations are survivor-centred and timely, and result in appropriate accountability measures

106. In 2025, UNOPS received 37 complaints involving allegations of sexual misconduct, a 10 per cent decrease from 2024 (41 complaints), of which 18 cases were opened for investigation.²

B.1. Investigations are victim/survivor-centred including by keeping the victims/survivors informed and supported, in line with their wishes

107. The Internal Audit and Investigation Group (IAIG) continues to prioritize cases of sexual exploitation, abuse and harassment with specially trained investigators and shortened case review durations. IAIG also ensures that appropriate victim support services are provided, including the option of a referral to UNOPS Victim Support Officer. All victims are notified timely of the outcome of the investigation.

B.2. Investigations are carried out in a timely manner and appropriate accountability measures are taken

108. In 2025, UNOPS closed cases of sexual misconduct within an average of 3.5 months.

C. Adequate safeguards and appropriate actions ensure the effective tackling of SEA when working with implementing partners

109. UNOPS continued its commitment to preventing and addressing Sexual Exploitation and Abuse involving implementing partners (IPs). In 2025, the organization strengthened capacity through five major activities, training approximately 258 personnel via leadership briefings, refresher courses, and multi-day workshops, enhancing their understanding of the UN PSEA IP Protocol, assessment methodologies, and the use of the UN Partner Portal (UNPP). Around 70 implementing partners received targeted guidance through dedicated training sessions and online briefings, supporting better understanding of requirements for the IP capacity assessment, improved assessment practices, and stronger collaboration with UNOPS teams. Tailored coaching and mentorship helped staff address operational challenges and support lower-capacity partners effectively

110. UNOPS played an active role in the UN Inter-agency Working Group on PSEA, contributing to the revision of internal guidance, co-developing shared training materials, and supporting the creation of interactive e-learning resources and standardized tools, all aimed at harmonizing PSEA practices across the United Nations system and promoting a consistent, high-quality approach to partner assessments.

² Thirteen complaints related to allegations that were outside of the Group's mandate. The Group therefore referred the complaints to the appropriate internal unit and/or entity. For two complaints, the investigation could not proceed because the alleged victim did not provide consent or declined to participate in the investigation. Due to absence of credibility, the Group did not open a case for two complaints. One complaint involved allegations that were already reviewed in a separate case. One complaint was still under review at the end of 2025.

C.1. Implementing partners have adequate PSEA safeguards in place and action is taken related to sexual exploitation and abuse

111. In 2025, 81% of current UNOPS implementing partners underwent impartial assessments to evaluate their capacity to prevent and respond to SEA. Notably, two regions achieved 100% compliance of their implementing partners, reflecting a positive upward trend from previous year.

D. Efforts to address SEA and sexual harassment across the organization are continuously strengthened, including through reinforced capacity, and evidence-based and risk-informed approaches

112. UNOPS maintains dedicated staffing capacity, including two full-time specialists on PSEAH and two victim support officers. This focused expertise enables both targeted interventions in specific country and project contexts, as well as a more holistic approach across the organization. As a result, PSEAH has gained increased visibility within operations, while also strengthening leadership commitment both internally and externally. The impact of this continuous focus on PSEAH resulted in a higher implementation of mandatory measures, alongside a deeper appreciation of the importance and value of adopting a prevention and evidence-based approach.

113. In line with the JIU recommendation to include PSEAH in our enterprise risk management system, UNOPS has begun to develop such a system, identifying SEAH as an organizational risk. UNOPS conducts multiple risk assessments related to SEA in projects. This is done through the IP Capacity Assessment on Grants Support Projects, the PSEAH Enhanced Screening on Infrastructure Projects and the Delivering Responsibility in Vendor Engagement (DRiVE) Assessment on Suppliers and Vendors; each intended to identify the risk of SEA occurring and suggest mitigating actions which are mandatory for project implementation. To complement institutional and project level risk assessments, UNOPS utilizes data from the SEARO risk index to identify high risk contexts and prioritize interventions and support in those countries.

D.1. Regular SEA and sexual harassment risk assessments inform prevention and response strategies

114. 78% of country offices that were surveyed via an internal data collecting tool reported that risk assessments or screenings inform their prevention and response strategies. This represents both country wide risk assessments, project specific assessments and inter-agency assessments.

D.2. PSEA/sexual harassment/focal points and/or dedicated PSEA/sexual harassment specialists are appointed at headquarters, regional and country levels

115. UNOPS maintains a dedicated PSEAH infrastructure across all levels of the organization. At headquarters, the PSEAH team comprises a PSEAH Advisor and a PSEAH Specialist, with two Navigation and Victim Support Officers, ensuring both strategic oversight and direct survivor support capacity. At the regional level, five out of six regions have a dedicated PSEAH Specialist enabling context-sensitive guidance and support to country operations. All country offices have appointed PSEAH Focal Points, complemented by four dedicated PSEAH personnel in high-risk country offices.

D.3. All staff and related personnel complete the mandatory in-year [refresher] training and/or briefing on PSEA and sexual harassment

116. 97% of personnel completed the mandatory online PSEA course. Refresher training is offered regularly.

D.4. Reference-checking and vetting for prior misconduct is systematically carried out as part of recruitment processes

117. Having joined the Misconduct Disclosure Scheme (MDS) in February 2024 and completed a successful pilot across three regions, UNOPS fully integrated MDS into its new recruitment platform by end of 2025, ensuring comprehensive vetting coverage across all contract types and countries.

118. The results demonstrate the robustness of this system: all candidates were screened for prior misconduct, with 7,963 SEA ClearCheck inquiries completed for individual contractor agreements (ICA) and 192 for staff contracts, returning zero matches in both cases. MDS checks conducted on 61 applicants equally returned no matches. Four

subjects were added to ClearCheck during the year, strengthening the shared database that benefits the broader United Nations system. This full integration represents a significant milestone in the UNOPS commitment to ensuring that individuals with a history of misconduct cannot move undetected between roles within the United Nations system.

E. Quality, victim/survivor-centred support is operationalized

119. During 2025, the UNOPS Navigation and Victim Support team onboarded a second team member. The team works in a coordinated way, ensuring that support requests from SEAH victims/survivors are not only prioritised but also addressed within a maximum of 24 hours. This team works closely with the IAIG to provide timely information and obtain informed consent for victim support referrals and/or direct communication. They can offer crisis counselling sessions if needed. Medical and legal support is operationalised through local service providers and referral pathways. A challenge is to ensure that these are constantly updated and accessible for victims/survivors. In some cases, the team has been able to mobilize resources to ensure critical medical support.

120. In 2025, the team also piloted a feedback survey on the services provided to victims/survivors of SEAH to understand the service provision gap, as well as the satisfaction, adequacy, and relevance of the information shared. While the initiative is in its early stages and the respondent pool remains limited, initial findings are encouraging: all survivors who participated reported feeling genuinely understood, respected, and supported throughout their experience of seeking assistance. A focus area for the team is to enhance outreach to ensure beneficiaries, community members, and personnel are aware of the support channels available.

E.1. Assistance for victims/survivors of SEA and SH is provided in accordance with established protocols and standards

121. In 2025, 13 SEAH cases were referred for victim support services. The services offered included psychosocial support (counselling), advocacy for workplace adjustments, and guidance and support throughout the investigation, for example, by accompanying an individual during the investigation interview.

122. Of all victims/survivors who sought and received support, the majority (62%) were referred by IAIG; the rest were self-referred. This trend matches 2024 data, indicating increased help-seeking behaviour among victims/survivors and heightened awareness of available services.

E.2. The implementation of the UN Victims Assistance Protocol is strengthened at country level

123. 90% of country offices that were surveyed via an internal data collecting tool reported that assistance for victims/survivors was provided in accordance with established protocols and standards including the UN Victims Assistance Protocol per the Inter-Agency PSEA Network Standard Operating Procedures.

F. Inter-agency coordination and collaboration on PSEA and sexual harassment are strengthened

124. UNOPS continues to actively participate in all relevant inter-agency fora. We continue to Co-Chair the Working Group on Commercial Partners Sector and PSEAH together with UNDP. One major deliverable of this Working Group has been the development of minimum standards for commercial partners, which are going through final review and endorsement, for further roll out in 2027 in collaboration with the Supply Chain Network.

F.1. Entity actively contributes to the improvement of inter-agency coordination and collaboration on PSEA at country-level, including through the development and implementation of UNCT PSEA action plans and participation of the PSEA focal points in the inter-agency PSEA coordination structures

125. 75% of country offices that were surveyed via an internal data collecting tool reported that their Focal Points regularly participate in PSEA Networks where available. This decline from last year may be due to fewer operational PSEA Networks in place due to funding cuts.

F.2. Entity actively participates in and contributes to the work of PSEAH coordination structures at global level

126. UNOPS is an active member of the OSCSEA PSEAH Working Group; the IASC PSEA Technical Advisory Group; the IP Protocol Working Group, the CEB Executive Group on Addressing Sexual Harassment in the United Nations system, and the TAG Prevention WG together with UNFPA. Since 2024, UNOPS Co-Chairs the Private Sector/Commercial Partners and PSEA Working Group together with UNDP. UNOPS is a founding member of the new PSEAH Task Force in Copenhagen (UNCity), started in March 2024, providing the overall technical support to the Task Force.

G. Culture change that addresses the root causes of SEA and sexual harassment is advanced

127. UNOPS continues to advance efforts to foster safe, inclusive, and non-discriminatory workplaces that promote dignity, respect and equal opportunity for all personnel. These efforts remain central to delivering on the organizations' strategic plans and advancing accountability, risk management, and protection from all forms of misconduct, including sexual exploitation, abuse and harassment.

128. Complementary initiatives including Ethics Dialogues and Open Dialogue sessions further equip managers and personnel to model UN values and UNOPS cultural behaviours, and foster open communication and strengthen respectful, inclusive team cultures. Specific workshops with leadership have been held in 2025 in select regions and offices including West Africa, Peace and Security Office, and Myanmar. Continuing to embed accountability at all levels, managers were expected to incorporate a specific performance objective related to PSEAH. Specific leadership circles are offered regularly at country and regional level to discuss barriers and challenges in prevention and response.

G.1. Organizational culture and behaviour change to end sexual misconduct are actively promoted and form an organizational priority

129. Addressing gender inequality and discrimination is an important aspect of organizational culture change. This continues to be a priority for UNOPS especially at senior levels and is essential for combating sexual misconduct. An updated Diversity, Equality and Inclusion (DEI) strategy is being launched in 2026 to further anchor this work

130. In 2025, 50% of the UNOPS workforce was female, and 44% of management positions were held by women, reflecting continued progress toward a more balanced and equitable organization.

G.2. Personnel perception and engagement surveys inform actions to improve the organizational culture

131. In 2025, UNOPS conducted its redesigned Culture and Engagement Survey for the second year, achieving a record participation rate of 75%, embedding questions focusing on psychological safety of reporting.

132. UNOPS also participated in two inter-agency global surveys: the OSCSEA Survey on PSEA and the CEB Executive Group Survey on Sexual Harassment, situating UNOPS performance within the wider United Nations system context.