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Timeline for the implementation of the entity-specific recommendations from the Joint Inspection Unit note on the review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness

Summary

This report elaborates on the process of developing a timeline for the implementation of the entity-specific recommendations from the Joint Inspection Unit note on the review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness ([JIU/NOTE/2022/1/Rev.1](#)).

* [E/ICEF/2025/1](#).



I. Overview

1. The Joint Inspection Unit note on the review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness ([JIU/NOTE/2022/1/Rev.1](#)) proposed six recommendations, namely:

(a) **Recommendation 1:** The executive heads of United Nations system organizations should collaborate, in the framework of the CEB [United Nations System Chief Executives Board for Coordination], to establish a common set of categories for voluntary self-identification by personnel by June 2024, for the purposes of monitoring, analysing, evaluating and reporting on progress and success in achieving the goals of equality, equity, diversity and inclusion in addressing racism and racial discrimination.

(b) **Recommendation 2:** The executive heads of United Nations system organizations should direct their respective training and learning units to develop and implement a high-impact and integrated curriculum to improve awareness, learning and performance that responds to the needs of personnel of various functions, categories and levels in order to address all forms and configurations of racism and racial discrimination in the workplace.

(c) **Recommendation 3:** The executive heads of United Nations system organizations who have not done so should provide sufficient resources to support the achievement of defined results for the implementation of action plans for addressing racism and racial discrimination.

(d) **Recommendation 4:** The executive heads of United Nations system organizations, as members of the CEB, should jointly develop and provide resources to a high-level, inter-agency standing mechanism intended to unite organizations, leverage their existing capacities and comparative added value to collaborate and work together to respond to both immediate and longer-term needs for addressing racism and racial discrimination across the United Nations system, and address the transformative changes needed to enhance the continued relevance and value of the various efforts at both the organizational and the system-wide levels.

(e) **Recommendation 5:** The executive heads of United Nations system organizations should establish, by 2024, an accountability framework that sets out the expected results, outcomes and key performance indicators for addressing racism and racial discrimination, and report periodically to their legislative organs and/or governing bodies on progress made in achieving the predefined results.

(f) **Recommendation 6:** The executive heads of United Nations system organizations should strengthen the equal distribution of opportunities in human resources management for all personnel.

2. The response of UNICEF to the note ([E/ICEF/2024/13](#)) informed that three recommendations were accepted and implemented. Recommendation 2 was implemented by integrating racism and racial discrimination modules in several learning programmes in place for managers and supervisors, including the Managing People with Purpose programme, intended to reach more than 6,500 managers within UNICEF, as well as a standalone course on unconscious bias titled “Becoming an Inclusion Champion: The Journey to Taming our Biases”. Recommendation 3 was implemented with the establishment, in 2022, of a dedicated team working on organizational culture and diversity, equity and inclusion. Recommendation 5 was implemented, since 2021, through a comprehensive action plan based on the recommendations from the internal UNICEF Task Team on Anti-Racism and Discrimination. Recommendation 6 was accepted and its implementation is in progress by the continuous monitoring of representation across different groups,

regions, levels and functional areas as part of UNICEF regular human resource systems and reporting.

3. Recommendations 1 and 4 were considered outside the sole remit of the organization. UNICEF consulted other United Nations organizations to develop an approach that relies on the existing forums of inter-agency collaboration to address both recommendations 1 and 4. This report details such approach.

II. Proposed steps for inter-agency coordination

4. The two recommendations considered outside the sole remit of UNICEF can be better addressed through the Working Group on Diversity, Equity and Inclusion of the High-level Committee on Management of the CEB, associated with the Human Resources network (established by [CEB/2022/3](#)).

5. For recommendation 1, the matter of a common set of categories on race requires thorough collection of existing practices, which may have changed since the Joint Inspection Unit note was finalized in 2022. In addition, a categorization proposal is under development by the Anti-Racism Office in the United Nations Secretariat, under the auspices of the Strategic Action Plan: Report of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat.¹ UNICEF recommends that the High-level Committee on Management's Working Group on Diversity, Equity and Inclusion be used as a forum in order to benefit from existing experiences, and to prevent issues of data consistency, continuity, and trend analysis of racial groups representation and employee experience over the past years.

6. Currently, an informal inter-agency group working on anti-racism initiatives has focused on three deliverables: a joint learning package on anti-racism; a roster of anti-racism experts (vetted and non-vetted); and a compilation of special measures to promote greater diversity in recruitment. Such deliverables can be reviewed and revitalized through the High-level Committee on Management Working Group.

III. Tentative timelines

7. Following consultation with other United Nations organizations, UNICEF believes that a more precise timeline for implementation of recommendations 1 and 4 can only be provided in early 2025, conditional with the socialization of the Anti-Racism Office categorization proposal, which should then be discussed within the High-level Committee on Management Working Group on Diversity, Equity and Inclusion. Similarly, the review of common resources on anti-racism requires coordination within the Working Group. Hence, UNICEF expects to have more clarity about the timelines to propose a common system-wide categorization of race and the development of joint resources by June 2025, to be presented to the Executive Board at its annual session of 2025 under the agenda item on addressing racism and racial discrimination.

¹ United Nations, *Strategic Action Plan: Report of the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat*, United Nations, New York, December 2021, available at https://hr.un.org/sites/hr.un.org/files/sap_final_report_0.pdf, accessed on 26 November 2024.