



**Executive Board of the  
United Nations Development  
Programme, the United Nations  
Population Fund and the  
United Nations Office for  
Project Services**

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**Organizational matters**

**Report of the second regular session 2025  
(25 to 28 August 2025, New York)**

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## **I. Organizational matters**

1. The second regular session 2025 of the Executive Board of UNDP, UNFPA and UNOPS was held from 25 to 28 August 2025.
2. The Executive Board approved the agenda and workplan for its second regular session 2025 (DP/2025/L.3), as well as the report of the annual session 2025 (DP/2025/20).
3. The decisions adopted by the Executive Board at its annual session 2025 are set out in document DP/2025/21, available on the Executive Board website.
4. The Executive Board approved the tentative workplan for the first regular session 2026 to guide its discussions and decision-making.
5. The Board took note of the draft annual workplan for 2026 (DP/2025/CRP.2), which included the following schedule of sessions for 2026:

First regular session, 2 - 6 February 2026

Annual session, 8 - 12 June 2026

Second regular session, 24 - 28 August 2026

### **Statement by the President of the Board**

6. The President of the Executive Board expressed appreciation for the preparatory work that had enabled the Board to review the Strategic Plans and financial frameworks of UNDP, UNFPA and UNOPS with transparency and objectivity. He commended the leadership of UNDP and UNFPA during a period of institutional transformation, and UNOPS for the transparency and professionalism demonstrated in advancing the UNOPS reform process. While emphasizing the importance of agility, efficiency, and flexibility in programming to adapt to global uncertainty, the President underscored the need to uphold the importance and credibility of the multilateral system. Highlighting the Board's tradition of consensus, he called on delegations to preserve this spirit, engage in productive discussions and provide guidance to the entities toward delivering tangible results that strengthen multilateralism and benefit those most in need.

## **II. Interactive dialogue with the UNDP Acting Administrator: UNDP Strategic Plan, 2026-2029**

7. The Acting Administrator presented the UNDP Strategic Plan, 2026-2029 (DP/2025/22), noting that ongoing global disruptions and transformations posed multiple challenges to sustainable human development. While the global Human Development Index had reached its highest level, growth had slowed to near stagnation, raising concerns about a possible decline. He stressed that decisive action and global cooperation were required to reverse this trend and underlined the unique experience and presence of UNDP in 170 countries and territories as a basis for collective solutions.

8. Reflecting on the work of UNDP over the past 60 years, the Acting Administrator highlighted results since 2022, including enabling 160 million people to access essential services, aligning and leveraging \$870 billion with the Sustainable Development Goals (SDGs), and supporting over 800 million people to vote. He stressed UNDP's record of efficiency and accountability, noting that 91 cents of every dollar invested in UNDP reached programmes and services; that the organization had achieved 19 consecutive clean audits from the United Nations Board of Auditors, and that UNDP ranked among the most transparent organizations. He also underscored the organization's leadership in the United Nations 2.0 areas of innovation, digital, data, foresight and behavioural science, and its role in delivering shared services to the United Nations system at scale.

9. The Acting Administrator reaffirmed the commitment of UNDP to its integrator function. He

highlighted the SDG Push initiative, implemented in 100 countries, and the Climate Promise, active in 115 countries. He acknowledged the need to further support developing countries in addressing complex challenges, building on UNDP's experience in systems thinking and its portfolio approach. The Acting Administrator emphasized that the Strategic Plan, 2026–2029, seeks to accelerate human development while alleviating pressures on the planet. The Strategic Plan sets out four objectives—prosperity for all, effective governance, crisis resilience, and a healthy planet—underpinned by three accelerators: digital and artificial intelligence transformation, sustainable finance, and gender equality.

10. He raised serious concerns about the significant decline in UNDP core resources, which in 2024 represented only 12 per cent of total contributions, well below the funding compact target of 30 per cent. He cautioned that this scarcity undermined the ability of UNDP to adequately support programme countries, including those in crisis. To safeguard core resources, UNDP was conducting a workforce optimization exercise, shifting country support to the field, reviewing location-independent functions with a view to potentially relocating them from New York, and containing costs. He stressed that, despite these measures, stronger and broader Member State support and contributions remained essential.

11. In conclusion, the Acting Administrator encouraged endorsement of the Strategic Plan, 2026–2029, and a renewed commitment to multilateralism and solidarity. He urged Member States to increase their support to core resources, underscoring that UNDP leveraged \$7.40 for every \$1 of core funding received. He emphasized that sustaining UNDP as a strong and effective pillar of the United Nations development system was in the shared interest of all Member States and reaffirmed the organization's determination to continue delivering results to advance human development and leave no one behind, as part of more coherent, efficient, and effective system.

12. Delegations welcomed the Strategic Plan, 2026–2029, emphasizing its alignment with the 2024 quadrennial comprehensive policy review (QCPR) and commending its ambition, consultative process, and responsiveness to Board feedback. They expressed confidence in its four objectives and three accelerators; underlined its alignment with the 2030 Agenda, national priorities, and the United Nations 2.0 initiative; and highlighted the integrator function of UNDP in advancing governance, support to elections, conflict prevention, human rights, and the humanitarian–development–peace nexus. Delegations also welcomed the accelerators on digital and artificial intelligence transformation, sustainable finance, and gender equality, and reaffirmed UNDP as a trusted partner in implementing national priorities aligned with the Strategic Plan.

13. Marking the organization's 60th anniversary, delegations commended its rights-based approach to accountable governance, conflict prevention, and social inclusion. They stressed that poverty eradication and leaving no one behind remain core priorities and emphasized the importance of innovation and digital transformation. They also underlined the need for stronger private sector engagement, locally driven approaches, and results-based management to ensure inclusive and sustainable development.

14. A Bureau member, speaking on behalf of a regional group, stressed the region's acute financing gap and the need for innovative, blended solutions tailored to its realities. The group commended the new regional programme for Africa, aligned with the African Union's Agenda 2063, and focused on trade, digital connectivity, innovation, and climate resilience, while underscoring priorities such as youth empowerment, gender equality, digital inclusion, and entrepreneurship. The group also welcomed the UN80 initiative, called for greater efficiency and coherence, and affirmed that the Strategic Plan, 2026–2029, should support structured, predictable financing to advance the region's priorities through multilateral cooperation.

15. A Bureau member reaffirmed the value of the United Nations Office for South-South Cooperation (UNOSSC) as a technical partner in knowledge exchange, capacity-building, and innovative partnerships, emphasizing that the collective experience of the Global South could generate solutions with global impact, and highlighted initiatives such as the Dushanbe Water Process and the International Year of Glaciers' Preservation 2025.

16. Delegations voiced concerns about the decline of core resources, urging donors to meet

official development assistance (ODA) commitments and uphold funding compact pledges, and urged UNDP to continue efforts to broaden its donor base. They called for diversified financing through innovative instruments, private sector and philanthropic engagement, and South-South and triangular cooperation. Delegations underscored the need for efficiency, transparency and accountability, while stressing that support to programme countries in achieving the SDGs should not be undermined. A delegation also highlighted the importance of safeguarding UNDP's independence and effectiveness, and supported continued reform and modernization under the UN80 initiative to strengthen integration, results and resources.

17. Delegations emphasized the importance of financial innovation and private sector engagement, commending integrated national financing frameworks (INFFs) for mobilizing \$16 billion. They highlighted the catalytic role of UNDP in leveraging private and philanthropic capital in line with national development priorities and welcomed outcomes of the ninth Tokyo International Conference on African Development (TICAD 9) on sustainable finance, partnerships, and digital innovation.

18. Delegations welcomed the regional priorities of the Strategic Plan, 2026–2029, stressing continued engagement in Pacific Island countries and highlighting the importance of poverty reduction, innovative financing, and private sector partnerships, particularly for climate resilience in small island developing States.

19. Other delegations underlined UNDP support to poverty eradication, governance, rule of law, climate action, energy transition, economic transformation, social inclusion, and youth and women's empowerment.

20. Delegations also highlighted the role of UNDP as a catalytic partner in development, citing initiatives such as solar water pumps in Myanmar and Cambodia, mine clearance in Ukraine, the Relief, Employment, and Vital Infrastructure for the Vulnerable in Emergencies (REVIVE) initiative in crisis-affected regions, the 'timbuktoo Fintech Hub' for innovation in Lagos, and collaboration with the Global Centre for Technology, Innovation and Sustainable Development in Singapore.

21. A delegation also expressed confidence in the role of UNDP in Europe and the Commonwealth of Independent States (CIS) and suggested restoring a stronger UNDP presence in Slovakia.

22. A group of delegations welcomed UNDP's efficiency measures, including the \$100 million savings target, and noted the flexibility of the integrated resources plan and budget, with mechanisms for adjustment through a midterm review and annual reporting. The group expressed concern about the continued decline of core resources and the imbalance with non-core funding, urging a significant increase in core contributions and reaffirming the importance of adequate, predictable and flexible funding to achieve the Strategic Plan's objectives. They acknowledged progress on the funding compact while stressing that several Member State commitments remain unmet. The group valued the focus of the Strategic Plan on integrated solutions, systems transformation and inclusive prosperity, guided by the principle of leaving no one behind, and welcomed its emphasis on sustainable finance, addressing structural vulnerabilities and leveraging innovation, foresight and digital transformation. They also reaffirmed UNDP's comparative advantage in delivering integrated policy and programme solutions and maintaining a universal presence.

23. A cross-regional group of delegations emphasized the importance of fiscal prudence, stressing the need for efficiency, transparency, and accountability, particularly in the context of constrained resources. They underscored the importance of a strong integrated results and resources framework (IRRF), with measurable, disaggregated indicators that remained dynamic and adaptable to lessons learned. The group called for diversification of funding, expansion of the donor base and innovative financing options, highlighting the role of UNDP in advancing the Sevilla Commitment on sustainable finance. They also encouraged continued information-sharing on cost savings and expressed support for the UN80 initiative.

24. A group of delegations noted its contribution of over 16 per cent of UNDP core funding in 2024, pledging continued support while calling for full implementation of the UNDS reform, including the funding compact in line with the 2024 quadrennial comprehensive policy review, to ensure coherent delivery in cooperation with resident coordinators and United Nations country teams. Another group emphasized the importance of country-level delivery, measurable results and alignment with initiatives such as the Global Gateway Strategy, underlining that inclusive consultations and high standards were essential for legitimacy and effectiveness.

25. A delegation reaffirmed its long-standing partnership with UNDP across more than 140 countries, noting joint initiatives totalling nearly two billion euros. It encouraged continued alignment with broader initiatives such as the Pact for the Future and stressed that United Nations Sustainable Development Cooperation Frameworks (UNSDCFs) must ensure transparency and uphold high standards to guarantee effectiveness.

26. A delegation urged UNDP to address its reduction in resources by enhancing efficiency, consolidating functions, and focusing on its core functions. It expressed concern at continued resource allocation to China as the world's second-largest economy, the absence of an exit strategy in a country programme, and references to the Global Development Initiative. The delegation further called for avoiding the advancement of national agendas and recommended replacing the term "gender" with references to women, men, girls, and boys.

27. A delegation, exercising its right of reply, reaffirmed that the China country programme document was consistent with Executive Board guidance, aligned with the mandate of UNDP and developed through open consultations. The delegation emphasized that the programme addressed uneven development challenges in line with international norms, noted the broad support expressed by Member States, and encouraged the previous delegation to reflect the implications of funding cuts and opposition to the 2030 Agenda.

28. The Acting Administrator reiterated that the Strategic Plan, 2026–2029, is grounded in a rights-based approach, linking outcomes in health, education, employment, non-discrimination, and participation to the principle of leaving no one behind. He stressed the importance of efficiency and effectiveness, highlighting UNDP's provision of shared services across the United Nations system and the need for quality, predictable core resources to ensure critical support to programme countries, including in crisis settings, as well as to safeguard independence, oversight, and the work of hosted entities such as the United Nations Capital Development Fund (UNCDF), UNOSSC, United Nations Multi-Partner Trust Fund Office (MPTFO) and United Nations Volunteers (UNV).

29. The Acting Administrator reaffirmed commitment to the resident coordinator system and encouraged continued open dialogue on related matters. He emphasized transparency in preparing UNSDCF, collaboration to address structural challenges and looked forward to Member States' guidance on the UN80 initiative.

30. On financing, the Acting Administrator underscored that sustainable development requires national leadership, effective governance, adequate resources, and private sector engagement. He cautioned that further reductions in core resources would undermine results and urged all Member States to provide quality, predictable contributions to enable UNDP to focus on its mandate and support countries in accelerating human development.

31. The Executive Board adopted decision 2025/23 on the UNDP Strategic Plan, 2026–2029.

### **III. UNDP regional programme documents, 2026–2029**

32. The UNDP Directors of the Regional Bureaux for Africa, the Arab States, Asia and the Pacific, Europe and the CIS, and Latin America and the Caribbean presented the strategic orientation and key priorities of their respective regional programme documents (RPDs) for 2026–2029, highlighting their full alignment with the new UNDP Strategic Plan, 2026–2029.

33. Delegations welcomed the regional programme for Latin America and the Caribbean, 2026–2029, noting its alignment with the Strategic Plan and focus on addressing structural challenges.

They encouraged close coordination with national authorities, including consultation with subnational actors, and emphasized that resource mobilization should complement national strategies, while reaffirming the distinct role of South-South cooperation. Delegations also highlighted priorities such as resilience, sustainable finance, and territorial approaches to ensure local impact, particularly for vulnerable groups, underscoring the importance of inclusive participation in implementation and coordination with United Nations country teams.

34. A delegation expressed concern that the RPD for Europe and the CIS, 2026–2029, lacked balance and adequate consultation. It noted the strong emphasis on European Union accession and regulatory alignment while observing insufficient reflection of other regional groupings, such as the Eurasian Economic Union. The delegation also cautioned against bias in transport development plans, underscored the need for UNDP neutrality, and called for a more inclusive approach reflecting diverse integration processes.

35. The UNDP Director of the Regional Bureau for Europe and the CIS emphasized that the regional programme document had been shaped through broad consultations, with priorities set by programme countries. She clarified that references to European Union accession reflected alignment with the SDGs and the needs of programme countries, and that UNDP also supported trade facilitation and regional market access. Acknowledging the importance of inclusivity, she expressed openness to strengthening cooperation with other regional organizations, including the Eurasian Economic Union.

36. The Director of the Regional Bureau for Latin America and the Caribbean thanked delegations for their support and noted their recommendations. She highlighted efforts to align the regional programme with national priorities, including in resource mobilization and local engagement, and affirmed readiness to continue close cooperation with Member States in its implementation.

37. The Executive Board approved the regional programme documents for Africa, 2026-2029 (DP/RPD/RBA/5), the Arab States, 2026-2029 (DP/RPD/RAS/6), Asia and the Pacific, 2026-2029 (DP/RPD/RAP/5), Europe and the CIS, 2026-2029 (DP/RPD/REC/6), and Latin America and the Caribbean, 2026-2029 (DP/RPD/RLA/5).

#### **IV. Financial, budgetary, and administrative matters: UNDP integrated resources plan and integrated budget estimates, 2026-2029**

38. The UNDP Director of the Bureau for Management Services presented the UNDP integrated resources plan and integrated budget (IRP/IB) for 2026-2029 (DP/2025/23) and provided remarks on the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (DP/2025/24). She explained that the IRP/IB complemented the UNDP Strategic Plan, 2026-2029, by aligning financial resources with programmatic results.

39. The Executive Board adopted decision 2025/24 on the UNDP integrated resources plan and integrated budget estimates, 2026-2029.

#### **V. UNDP structured funding dialogue**

40. The UNDP Director of the Bureau for External Affairs and Advocacy presented the report on the structured dialogue on financing the results of the UNDP Strategic Plan, 2022-2025 (DP/2025/25), including updates on the resource trends, progress towards financing the UNDP Strategic Plan, 2022-2025, and harmonized annual reporting on the implementation of entity-specific commitments under the funding compact. The Executive Secretary of UNCDF presented the annual review of the financial situation of the UNCDF for 2024 (DP/2025/26).

41. A group of delegations welcomed the annual review of the UNCDF financial situation and commended the Fund's efforts to stabilize its financial position despite challenging circumstances. They noted progress in maintaining core contributions, although still below the \$25 million target,

and urged stronger resource mobilization. The group expressed concern about the low level of loans and guarantees, stressed that restructuring must not hinder delivery, and called for the next Strategic Framework to reaffirm the catalytic role of UNCDF in financing least developed countries and closing the SDG financing gap.

42. Delegations expressed concern over the persistent shortfall in core resources for both UNDP and UNCDF, warning that it risked undermining programme delivery. They commended the liquidity management of UNCDF and highlighted its blended finance facility as evidence of its catalytic role. They also stressed that declining regular resources to UNCDF threatened the ability of UNDP to deliver its Strategic Plan and called for renewed political and financial support.

43. A delegation underscored the vital role of UNCDF in small island developing States with regard to de-risking investments, mobilizing private capital and advancing climate resilience, and urged sufficient and predictable funding to expand its work in the Caribbean.

44. The UNDP Director of the Bureau for External Affairs and Advocacy responded by emphasizing the critical role of core resources in enabling UNDP to respond rapidly to crises, noting that about 60 per cent of core funding supported crisis response, stabilization, and recovery efforts. She warned that reductions in core resources undermined flexibility and impact, while underscoring that every dollar of core invested leveraged at least seven dollars in development support. She reiterated the readiness of UNDP to work with Member States on innovative financing—including partnerships with the private sector and philanthropic organizations—to sustain impact and demonstrate value for investment.

45. The Executive Secretary of UNCDF responded by noting that while core funding accounted for only 5 per cent of the UNCDF budget—less than \$10 million—it was leveraged twentyfold through non-core resources, with additional resources mobilized from private financing. He underlined that insufficient core resources nevertheless remained a critical constraint. Reflecting on the origins of UNCDF in 1966, he stressed that its unique role as a risk-absorbing vehicle to channel capital into hard-to-reach markets, particularly least developed countries, remained as relevant today as at its founding. He concluded that it would be important for Member States to play an active role in the positioning and resourcing of UNCDF within the wider development finance architecture, including in support of United Nations entities and multilateral development banks (MDBs).

46. The Executive Board adopted decision 2025/25 on the structured dialogue on financing the results of the UNDP Strategic Plan, 2022-2025.

## **VI. Statement by the UNFPA Acting Executive Director: UNFPA Strategic Plan, 2026-2029**

47. The Acting Executive Director of UNFPA introduced the UNFPA Strategic Plan, 2026–2029 (DP/FPA/2025/9), noting that it reaffirmed the mandate's focus on the International Conference on Population and Development (ICPD), UNFPA's normative role and the organization's unique position as a public health and population agency combining technical expertise, operational work and a human rights focus across the humanitarian-development-peace continuum.

48. The Acting Executive Director emphasized the role of UNFPA in increasing contraceptive use and reducing adolescent pregnancy. Since 2020, the UNFPA Supplies Partnership has recorded a fivefold increase in contraceptive spending by programme countries, reflecting stronger national ownership. She further noted that UNFPA remains a leader in the humanitarian sector, reaching over 10 million people with sexual and reproductive health services and 3.6 million with gender-based violence protection across 59 crisis-affected countries in 2024.

49. The Acting Executive Director reported that, despite these achievements, the \$1.2 billion request for humanitarian operations in 2025 was only 30 per cent funded, forcing reductions in coverage. She underlined that, through the humanitarian reset process, UNFPA counted on the Board's support to safeguard life-saving sexual and reproductive health services and gender-based

violence protection, reaffirming the organization's commitment as provider of last resort for gender-based violence.

50. The Acting Executive Director underlined the nimble and resilient character of UNFPA, citing the relocation of select headquarters functions to Nairobi and reaffirming that, as part of the UN80 process, the organization stands ready to enhance both programme delivery and system-wide efficiencies. She added that the ongoing business model review is designed to ensure that UNFPA is appropriately configured at all levels to meet the demands of the UN80 initiative.

51. The Acting Executive Director acknowledged growing challenges from declining core and pooled funding, rising earmarking and increasing demands. While UNFPA had mobilized nearly \$1.7 billion in 2024, most of these resources were earmarked, reducing flexibility, and core funding had declined to its lowest since 2019. She urged Member States to uphold funding compact commitments, stressing that predictable, flexible resources are essential to sustain country presence, strengthen accountability, and deliver high-impact programming.

52. The Acting Executive Director concluded by reaffirming UNFPA's focus on its three transformative results and noted the introduction of a new outcome on demographic change, responding to Members States' requests for support on fertility transitions, population ageing and migration. She emphasized that the Strategic Plan is operationalized through country programme documents, in alignment with national policies and laws, and encouraged the Executive Board to endorse the Strategic Plan and approve the integrated budget.

53. Delegations welcomed the UNFPA Strategic Plan, 2026–2029, reaffirming commitment to the ICPD agenda, its three transformative results and the new demographic outcome. They commended the consultative process alignment with the 2030 Agenda, Agenda 2063, the quadrennial comprehensive policy review, the Pact for the Future, and national strategies. Delegations also highlighted progress on gender equality, combating gender-based violence, expanding health services, and empowering youth as agents of change. They underscored the organization's role in rights and reproductive health, resilience, and humanitarian contexts, while emphasizing national ownership, sovereignty and alignment with national laws and strategies.

54. Delegations commended UNFPA leadership and staff, welcomed the organization's role in innovation, digitalization, and partnerships, and stressed the importance of monitoring, evaluation, and risk management to ensure accountability and results. They reaffirmed support for United Nations reforms, emphasized system-wide coordination, and underlined the need for transparency and inclusive consultations in delivering the Strategic Plan. Several delegations welcomed the proposed appointment of the new Executive Director and expressed confidence in the organization's capacity to deliver.

55. Delegations stressed the need for sustainable, predictable, and flexible financing, expressing concern about declining core resources and over-reliance on a narrow donor base. Several delegations pledged multi-year or stable contributions, with one delegation committing to maintain its core funding for four years and another group reaffirming continued support despite financial constraints. Delegations emphasized the need for innovative financing, resource diversification, South-South and triangular cooperation, stronger domestic investments, and engagement with private and philanthropic partners. Efficiency, accountability, transparency, and alignment with the UN80 initiative were also underscored.

56. Delegations emphasized universal access to sexual and reproductive health and rights, maternal health, family planning, and demographic resilience, as well as stronger field presence and people-centred approaches. They reaffirmed UNFPA as a key partner in advancing inclusion, human rights, sustainable development, and Africa's demographic transformation, while highlighting priorities such as data systems, governance, and resilient health systems to address high maternal mortality and HIV burdens.

57. A delegation commended the inclusive process in developing the UNFPA Strategic Plan, 2026–2029, and expressed support for UNFPA's mandate in sexual and reproductive health, the



implementation of the ICPD Programme of Action and the 2030 Agenda. It affirmed support for UNFPA's participation in the UN80 process, emphasizing efficiency, transparency and strengthened communication with Member States. The delegation called on developed countries to honour official development assistance commitments by providing predictable core resources and reiterated its own voluntary contributions and commitment to trilateral cooperation with the Global South. It also drew attention to the possibility of another Member State raising accusations against collaboration with UNFPA, categorically rejecting such claims as baseless and underscoring that its country programme document was fully aligned with Executive Board guidance and the United Nations Sustainable Development Cooperation Framework.

58. A delegation stressed that the mandate of UNFPA should remain focused on areas of clear consensus. It expressed concern about perceived bias within the United Nations system and reiterated its call for UNFPA to condemn coercive population efforts and end cooperation with the agency responsible for such policies in one country. The delegation also expressed concern that allocating resources to the world's second-largest economy risked undermining UNFPA's credibility and the fiduciary responsibility of the Board.

59. The Acting Executive Director thanked Member States for their interventions and broad support for the organization's mandate. She emphasized UNFPA's determination to reach those most in need, including marginalized populations, and highlighted the critical role of data in identifying resource requirements and saving lives. She thanked delegations for their expressions of confidence in her leadership and underscored her commitment to working closely with the Board to achieve the goals of the new Strategic Plan.

60. The Acting Executive Director reaffirmed UNFPA commitment to United Nations reform, particularly the resident coordinator system and "Delivering as One," stressing efficiency, effectiveness and accountability while keeping sexual and reproductive health and rights central to sustainable development. Acknowledging declining resources, she urged both donor and programme countries to sustain contributions, commending those which had increased core funding. She pledged balanced engagement that respected national priorities while ensuring that women, youth, and vulnerable groups can realize their potential. She underlined the organization's normative role in working with governments, parliaments, civil society and the private sector through evidence-based advocacy and innovation and emphasized the new outcome on demographic change as integral to the organization's mandate.

61. In the context of UN80, the Acting Executive Director emphasized the need for Member State support to safeguard the role of UNFPA across the humanitarian–development–peace continuum. She explained that the business model review was aligned with ongoing reforms to strengthen results, efficiency, and accountability. She reiterated that UNFPA programmes are nationally owned and sequenced around family planning, maternal health, ending gender-based violence and demographic data for policymaking, and concluded by underscoring human rights, human security, and well-being as guiding principles.

62. The Executive Board adopted decision 2025/27 on the UNFPA Strategic Plan, 2026-2029.

## **VII. Financial, budgetary, and administrative matters: UNFPA integrated budget, 2026-2029**

63. The UNFPA Deputy Executive Director for Management presented the UNFPA integrated budget, 2026-2029 (DP/FPA/2025/10), noting that it was fully aligned with the UNFPA Strategic Plan, 2026-2029. He also provided remarks on the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the UNFPA integrated budget, 2026-2029 (DP/FPA/2025/12). The integrated budget outlined resource allocations to support development and humanitarian results in a constrained funding environment.

64. The Executive Board adopted decision 2025/28 on the UNFPA integrated budget, 2026-2029.

## **VIII. UNFPA structured funding dialogue**

65. The UNFPA Deputy Executive Director for Management and the UNFPA Director of the Division for External Relations presented the report on the UNFPA structured funding dialogue 2024-2025 (DP/FPA/2024/11). The report provided an update on funding dynamics, outlining progress and risks in resource mobilization to safeguard the organization's mandate and deliver on its Strategic Plan. It also presented an overview of resource trends, perspective on core and non-core funding, implementation of the funding compact, and forward-looking projections for 2025 and for the 2026-2029 period.

66. The Executive Board adopted decision 2025/29 on the UNFPA structured funding dialogue, 2024-2025.

## **IX. Statement by the UNOPS Executive Director: UNOPS Strategic Plan, 2026-2029**

67. The Executive Director of UNOPS presented an update on the organization's ongoing reforms and introduced the UNOPS Strategic Plan, 2026-2029 (DP/OPS/2025/9). He noted the increasingly challenging global context, marked by conflict, climate-related crises, economic slowdown, rising inequalities and declining trust in multilateralism. These trends, he stated, hindered progress on sustainable development, and underscored the importance of efficient, transparent, and demand-driven implementation services.

68. The Executive Director highlighted that the Strategic Plan built on the comparative advantage of UNOPS as a non-programmatic, self-financing service provider with expertise in infrastructure, procurement, and project management. He emphasized that the organization's role was to provide practical, cost-effective, and scalable solutions to partners within and beyond the United Nations system, complementing the normative policy work of other United Nations entities. The Strategic Plan reinforced the role of UNOPS across the humanitarian, development and peace efforts, with a strong focus on accountability, agility, and alignment with the quadrennial comprehensive policy review and the Pact for the Future.

69. In relation to United Nations reforms, the Executive Director reaffirmed UNOPS's commitment to the UN80 initiative. UNOPS was actively engaged in the structural change and operational efficiency workstreams, co-chaired the Business Innovations Group of the United Nations Sustainable Development Group (UNSDG), and led several efficiency initiatives under the High-level Committee on Management. The Strategic Plan's focus on the comparative advantage of UNOPS in delivering agile and cost-effective project services positions the organization to foster more integrated collaboration across the system, drawing on its capacities in development policy advice and norm-setting, development financing, and the implementation of practical solutions that support national and international priorities.

70. The Executive Director reported on the completion of the Comprehensive Response Plan (CRP), developed in consultation with the Board, and noted that an independent review had confirmed significant progress. He emphasized that reform efforts extended beyond the CRP, including strengthened governance, enterprise risk management, accountability frameworks, outcome-based reporting, and organizational culture. He affirmed that UNOPS would continue to adapt its business model to remain fit for purpose and responsive to partner needs.

71. In conclusion, the Executive Director underlined the importance of implementation as a central pillar of sustainable development cooperation, alongside policy and financing. He emphasized that effective, transparent, and results-oriented implementation was essential to restoring trust in multilateralism and delivering tangible improvements in people's lives. He reiterated that UNOPS stood ready to support partners through practical solutions that contributed to peace, sustainable development, and climate action.

72. Delegations thanked the Executive Director for his leadership, commended UNOPS staff for their work in complex and fragile contexts and welcomed the new Strategic Plan, 2026-2029, as

an opportunity to strengthen coordination and reinforce the organization's role as a demand-driven, non-programmatic service provider. They recognized UNOPS's comparative advantage in infrastructure, procurement, and project management, noting its visible impact through hospitals, schools, and roads and its contribution to advancing the 2030 Agenda. They also encouraged UNOPS to continue emphasizing high-quality, efficient delivery in collaboration with governments, regional organizations, United Nations resident coordinators and country teams, and other partners.

73. Delegations welcomed progress on the CRP and reforms following the challenges related to Sustainable Investments in Infrastructure and Innovation (S3i), emphasizing transparency, accountability, risk management, and cultural transformation. They urged the full completion of reforms, taking into account the UN80 initiative and the reform of the United Nations development system. While welcoming UNOPS's commitment to organizational reform, they encouraged the organization to uphold the highest standards in addressing any suspicion of fraud, harassment and discrimination.

74. Delegations highlighted the organization's role in addressing Africa's infrastructure gap in transport, connectivity, energy, and urbanization, stressing the importance of blended finance, local sourcing and capacity-building to empower African enterprises. They also underscored alignment with national priorities, including in fragile contexts, and support for small island developing States in building resilience to environmental and economic shocks. Delegations also called for continued support to digital transformation, the transition to sustainable food systems, expanded energy access, inclusive growth and anti-corruption efforts.

75. While acknowledging that the Strategic Plan, 2026-2029, reaffirms UNOPS's commitment to its non-programmatic, demand-driven mandate, one delegation stressed that the organization should adhere to its mandate and refrain from imposing its own priorities and programmatic approaches, particularly in relation to climate change. The delegation further emphasized that UNOPS should focus on its comparative advantage as a service provider and avoid competing for resources with other United Nations entities.

76. Delegations stressed the importance of sustainable financing, results-based budgeting, and value for money, highlighting innovation, private sector engagement and partnerships with national governments and communities as essential. References were also made to initiatives such as the Ocean Coordination Mechanism in relation to the negotiations on biodiversity beyond national jurisdiction, and support for fragile and conflict-affected settings.

77. Reaffirming its longstanding partnership with UNOPS in advancing SDGs, one delegation called for a clearer articulation of how UNOPS would deploy its expertise most effectively under UN80 and highlighted the need to further develop modalities for public-private partnerships, risk-sharing, and the leveraging of private capital. The delegation identified three priorities: efficiency and system leadership; sustainable infrastructure and enabling environments; and engagement in fragile contexts. On the 2026–2027 budget, it took note of the proposed estimates and the shift to results-based budgeting, stressing the importance of transparency, efficiency, and value for money.

78. In response, the Executive Director thanked Member States for their support for the Strategic Plan, 2026–2029, and the reform agenda, noting that reforms remain a long-term process centred on culture change, accountability, and transparency. He reaffirmed the non-programmatic, demand-driven mandate of UNOPS in infrastructure, procurement, and project management, aligned with United Nations principles, the SDGs and climate action. The Executive Director further recalled that UNOPS had declined approximately \$300 million in projects that were inconsistent with its mandate.

79. With more than half its portfolio in fragile contexts, the Executive Director remarked that UNOPS played a key role in de-risking delivery where the private sector could not operate, thereby ensuring access to essential services. He stressed the importance of partnerships with governments, multilateral development banks, United Nations entities and resident coordinators, and highlighted platforms, hosted by UNOPS, including Stop TB, Sustainable Energy for All and Cities Alliance. He also reiterated the organization's commitment to recover funds lost through the fraudulent

activities incurred under S3i.

80. The Deputy Executive Director for Delivery and Partnerships emphasized that the Strategic Plan focused on strengthening impact through outcome-based delivery, supported by stronger systems and skills. She cited job creation projects in Afghanistan, which provided employment through labour-intensive and cash-for-work initiatives, and mine-action in South Sudan, which created access to land.

81. The Executive Director concluded by reaffirming the strong commitment of UNOPS to small island developing States, underscoring the importance of the Antigua and Barbuda Agenda for SIDS and the National Infrastructure Systems conference as milestones of multilateral support. He noted that SIDS faced disproportionate impacts from climate change and persistent barriers to finance and infrastructure, particularly for those no longer eligible for official development assistance. He emphasized that UNOPS adopted a horizontal, cross-regional approach, grounded in national ownership and demand, and would continue to provide tailored support in infrastructure and procurement.

82. The Executive Board adopted decision 2025/30 on the UNOPS Strategic Plan, 2026-2029.

## **IX. Third-party review of the comprehensive response plan and the associated management response**

83. The Director of the UNOPS Internal Audit and Investigations Group (IAIG) presented the second interim third-party review of the implementation of the Comprehensive Response Plan, conducted by KPMG between January and April 2025, in accordance with decision 2022/24. The review assessed progress on outstanding recommendations (excluding the Process Innovation and Digitalization programme), the sustainability of completed actions and their impact on UNOPS efficiency. The UNOPS Chief of Staff delivered the management response.

84. The Executive Board adopted decision 2025/32 on the third-party review of the comprehensive response plan and the associated management response.

## **X. Process innovation and digitalization programme and funding**

85. The Director of the UNOPS IAIG delivered remarks on the formative evaluation of the Process Innovation and Digitalization (PID) programme, conducted by KPMG between February and April 2025, in accordance with decision 2024/28. He highlighted the programme's relevance, design, and implementation, and provided insights to inform its continued development.

86. The UNOPS Director of the PID programme delivered the management response, reaffirming the commitment of UNOPS to ensuring that the PID programme remained aligned with reform objectives and organizational priorities.

87. The Executive Board adopted decision 2025/33 on the process innovation and digitalization programme and funding.

## **XI. Financial, budgetary, and administrative matters: UNOPS budget estimates for the biennium 2026-2027 and annual statistical report on procurement activities of United Nations system organizations, 2024**

88. The UNOPS Chief Executive Financial Officer presented the following: the UNOPS budget estimates for the biennium 2026-2027 (DP/OPS/2025/10); the status of and methodology for the distribution of excess reserves; an update on the implementation of the findings of the 2023 report of the Board of Auditors; and the annual statistical report on procurement activities of United Nations system organizations for 2024 (DP/OPS/2025/12). He also provided remarks on the report of the Advisory Committee on Administrative and Budgetary Questions (DP/OPS/2025/11).

89. A delegation raised questions on budget and staffing, citing concerns about limited

geographical diversity in leadership and calling for corrective measures, including indicators in the Strategic Plan and a mobility plan for senior staff. The delegation also requested clarification on the balance between individual and permanent contracts for key personnel, and on the three-year delay in appointing a permanent head of the Infrastructure and Project Management Group.

90. The UNOPS Director of People and Culture noted that geographical representation in senior leadership stood at 47 per cent of personnel from the Global North and 53 per cent from the Global South, with ongoing recruitments and regional director rotations underway to strengthen balance and mobility. On contracts, she recalled the 2023 plan to convert non-staff into staff posts, with 167 conversions completed before financial constraints slowed progress, though some further posts had been converted in 2024. Regarding the Infrastructure and Project Management Group, she acknowledged the delays in recruiting a head of the unit, explaining that its functions were being redefined and partly decentralized, with further clarity on the role forthcoming.

91. The Executive Board adopted decision 2025/31 on the UNOPS budget estimates for the biennium 2026-2027 (DP/OPS/2025/10) and the annual statistical report on procurement activities of United Nations system organizations, 2024.

## **XII. UNDP evaluation**

92. The Director of the Independent Evaluation Office (IEO) presented the revised UNDP evaluation policy for 2025-2030 (DP/2025/28/Rev.1), in accordance with decision 2025/5, with remarks from the UNDP Director of the Bureau for Policy and Programme Support. The policy, which has been prepared by the IEO in close consultation with UNDP management, reflected the findings of the independent review of the UNDP evaluation policy and the IEO response (DP/2025/6), together with the UNDP management response (DP/2025/7), which had been reviewed at the first regular session 2025.

93. The Executive Board adopted decision 2025/26 on the revised UNDP evaluation policy.

## **XIII. Update on the assessment of how the Executive Board executes its governance and oversight functions**

94. The Executive Board received an update from a member of the Joint Working Group of the Executive Boards of UNDP/UNFPA/UNOPS, the United Nations Children's Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on the governance and oversight functions of the Executive Boards, including the group's consideration of the Joint Inspection Unit (JIU) review of the governance and oversight of the Executive Boards (JIU/REP/2023/7).

95. The Joint Working Group member presented the group's proposal to prioritize the 31 recommendations of the JIU review. She distinguished short-term actions—such as harmonizing terms of reference of the secretariats, developing training frameworks for members, and establishing common communication platforms—from long-term priorities requiring intergovernmental negotiations. She noted that a prioritization matrix had been circulated to members and that three subgroups had been established on: (a) governance and accountability; (b) oversight, risk, and internal controls; and (c) board functionality and support systems. She emphasized that the proposal reaffirmed the Boards' commitment to stronger governance, oversight, and accountability.

96. The Executive Board adopted decision 2025/22 on the update on the assessment of how the Executive Board executes its governance and oversight functions.

## **XIV. UNDP country programmes and related matters**

97. The UNDP Directors of the Regional Bureaux for Africa, Europe and the Commonwealth of Independent States (CIS), and Asia and the Pacific presented the strategic orientation and key priorities of country programme documents (CPDs) for Côte d'Ivoire, Eswatini, Liberia, Uganda,

Armenia, Belarus, Bosnia and Herzegovina, Kazakhstan, North Macedonia, Serbia, including the results and resources framework for Kosovo<sup>1</sup>, Türkiye, Turkmenistan, Uzbekistan, China, Indonesia, and Timor-Leste. They highlighted the alignment of the CPDs with national development plans and respective United Nations Sustainable Development Cooperation Frameworks (UNSDCFs).

98. Delegations welcomed the new CPDs, commended the inclusive consultations undertaken by UNDP and noted their alignment with national plans, UNSDCFs, and the 2030 Agenda. Delegations reaffirmed strong partnerships with UNDP and urged the Board to approve the programmes.

99. Delegations further emphasized governance and social inclusion as foundations for resilient and self-sustaining economies, stressing democratic governance, structural transformation, poverty reduction, rural revitalization, and support for vulnerable groups. They welcomed frameworks that align with national priorities and advanced human development, with several delegations calling for UNDP leadership in strengthening governance systems and regulatory reforms to ensure sustainable and equitable development.

100. On climate action, delegations expressed the need for scaled-up financing, green development, and low-carbon transition to strengthen resilience. One delegation, highlighting its presidency of the Conference of the Parties (COP) 17, underscored the programme's environmental focus. Another delegation referred to renewable energy and electrification as drivers of European Union integration.

101. Delegations commended alignment with the African Union's Agenda 2063, with one delegation stressing that the three strategic portfolios in its country's CPD would support building a resilient, self-sustaining economy, drawing lessons from the previous cycle.

102. A delegation commended the inclusive and transparent process in developing its country programme document (CPD) and expressed appreciation to UNDP, including the country office, Board members and the national team for their contributions. The delegation noted that, while progress had been made, the country continued to face imbalances in development and gaps in achieving the SDGs, particularly in remote areas and among vulnerable groups. It highlighted that the CPD focused on poverty reduction, rural revitalization, green development, and low-carbon transition, reflecting national ownership and alignment with the United Nations Sustainable Development Cooperation Framework. The delegation reaffirmed that, as the largest developing country and the second-largest contributor to the United Nations, it had long provided voluntary contributions to UNDP and would continue to cooperate through country programmes and trilateral initiatives in line with Executive Board guidance. It also called for reinvigorated multilateralism, underscored the importance of consensus, and urged the Executive Board to place development at the centre of its agenda in support of the adoption of the CPD.

103. One delegation reiterated support for the approval of all UNDP country programme documents endorsed by governments, emphasizing national responsibility in defining engagement with the United Nations development system entities. While noting its contributions and practice of non-interference in programme preparation, the delegation expressed concern about discrepancies in regular budget allocations—\$2,565 for one country compared with \$2,050,000 for another—and requested clarification on the formula used by UNDP.

104. The Director of the Regional Bureau for Europe and the CIS thanked Member States for their support for the CPDs and reaffirmed the organization's commitment to development progress in the region. She clarified that the budget allocation in question was \$2.5 million, not \$2,565, and represented approximately 6 per cent of the overall country programme envelope, compared with the 0–2 per cent typically allocated in other countries.

105. A Board member requested a vote on the approval of the UNDP country programme

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<sup>1</sup> References to Kosovo shall be understood to be in the context of the Security Council resolution 1244 (1999).

document for China, 2026–2030. The delegation emphasized that, as the world’s second-largest economy, China should fund its own development, and that allocating UNDP resources to the country diverted scarce resources from those most in need. It expressed concern that such allocations risk subsidizing national geopolitical initiatives under a multilateral framework, including the Global Development Initiative. The delegation further stressed the oversight role of the Executive Board in ensuring that resource allocation was based on justifiable criteria rather than political self-identification.

106. Exercising its right of reply, a delegation expressed disappointment with the request for a vote on its CPD and rejected the accusations made against it. The delegation stated that the CPD focused on addressing uneven development and advancing a green economy, and that it reflected national ownership and alignment with international norms. It highlighted its long-standing cooperation with UNDP and contributions to development and peace, noting its role as both the world’s second-largest economy and the second-largest contributor to assessed contributions, while reaffirming that, it remained a developing country, with strong ties to the Global South. The delegation further underscored its continued support for other developing countries, and called for solidarity, development financing and multilateralism in advancing the 2030 Agenda. It urged the Executive Board to support the adoption of the CPD in line with its guidance on CPDs, recalling the importance of reaffirming development and multilateral cooperation on the occasion of the 80<sup>th</sup> anniversary of the United Nations.

107. In accordance with the Rules of Procedure of the Executive Board of UNDP/UNFPA/UNOPS and the Rules of Procedure of the Economic and Social Council (ECOSOC), the Executive Board voted on the approval of the UNDP CPD for China. The results were 34 in favour, one against, and no abstentions. The Executive Board, therefore approved the UNDP country programme for China (DP/DCP/CHN/6).

108. The Executive Board, in accordance with decision 2014/7, also approved the UNDP country programme documents for Armenia (DP/DCP/ARM/6); Belarus (DP/DCP/BLR/5); Bosnia and Herzegovina (DP/DCP/BIH/5); Côte d’Ivoire (DP/DCP/CIV/4); Eswatini (DP/DCP/SWZ/5); Indonesia (DP/DCP/IDN/5), Kazakhstan (DP/DCP/KAZ/5), Liberia (DP/DCP/LBR/4), North Macedonia (DP/DCP/MKD/5); Serbia (DP/DCP/SRB/4), including the results and resources framework for Kosovo<sup>2</sup> (DP/DCP/SRB/4/Add.1); Timor-Leste (DP/DCP/TLS/4); Türkiye (DP/DCP/TUR/5); Turkmenistan (DP/DCP/TKM/4); Uganda (DP/DCP/UGA/6); and Uzbekistan (DP/DCP/UZB/5).

109. The Executive Board also took note of the first one-year extensions, approved by the UNDP Administrator, of the country programmes for Lebanon, Libya and Tunisia; approved the sixth two-year extension of the country programme document for Afghanistan, the fourth one-year extension of the country programme for Myanmar; and the second one-year extension of the country programme document for Yemen (DP/2025/27).

## **XV. UNFPA country programmes and related matters**

110. The UNFPA Regional Directors for East and Southern Africa, West and Central Africa, Eastern Europe and Central Asia, and Asia and the Pacific, presented the country programmes documents (CPDs) for Eswatini, Côte d’Ivoire, Liberia, Armenia, Belarus, Bosnia and Herzegovina, Kazakhstan, North Macedonia, Serbia, including the results and resources framework for Kosovo<sup>3</sup>, Türkiye, Turkmenistan, Uzbekistan, China, Indonesia, and Timor-Leste. They highlighted their alignment with national priorities and the respective United Nations Sustainable Development Cooperation Frameworks (UNSDCFs).

111. Delegations welcomed the new CPDs, commended the inclusive consultations undertaken by UNFPA and noted their alignment with national priorities, UNSDCFs and the 2030 Agenda. They remarked that the CPDs were people-centred frameworks grounded in national ownership and

<sup>2</sup> References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

<sup>3</sup> Ibid.

rights-based approaches. Delegations also reaffirmed strong partnerships with UNFPA and urged the Board to approve the CPDs.

112. Delegations highlighted priorities including women's health, youth empowerment, gender equality, sexual and reproductive health rights, demographic resilience, and the elimination of gender-based violence, alongside progress in maternal health, family planning, social protection, data systems, disability inclusion and youth strategies. They noted achievements in health, education and governance but stressed persistent poverty, rural gaps, and climate risks, calling for sustained investment to advance inclusive and sustainable development.

113. Delegations emphasized expanding life-skills education, promoting rural equity, and supporting vulnerable groups, while underlining the importance of digital innovation, demographic stability, and regional equity. They underscored the role of UNFPA in South-South and triangular cooperation through development partnerships, and reaffirmed UNFPA as a key partner in advancing development and building resilient societies.

114. One delegation highlighted national achievements including the prevention of 151,000 unintended pregnancies and 580 maternal deaths.

115. A delegation welcomed the CPD for its country as the basis for continued partnership but reiterated concern regarding the addendum on Kosovo<sup>4</sup> and Metohija, noting that it did not adequately reflect the discrimination faced by the Serbian community. The delegation urged stronger UNFPA attention to this issue while reaffirming its commitment to constructive cooperation.<sup>5</sup>

116. Exercising its right to request a vote, a delegation objected to the approval of the UNFPA country programme document for China, 2026–2030. The delegation stated that China's family planning policies were inconsistent with individual rights and with its own national legislation prohibiting support to programmes involving coercive practices. It expressed concern that UNFPA's partnership with a national implementing agency associated with such policies was unacceptable and risked subsidizing national geopolitical agendas under a multilateral framework. The delegation further urged UNFPA to end its cooperation with that agency, and objected to the promotion of member state initiatives, including the Global Development Initiative. It emphasized that United Nations resources should be directed to vulnerable populations and reiterated its request for a vote on the CPD.

117. Exercising its right of reply, a delegation expressed concern over the request for a vote on its country programme document and rejected the criticisms made against it. The delegation stated that the CPD was designed to empower women, children, and vulnerable groups, and was consistent with the core values of the United Nations in promoting human rights and development. It highlighted its longstanding cooperation with development agencies, contributions to global development and recognition by the Global South and reaffirmed its identity as part of that group of countries. The delegation called on the Executive Board to support the adoption of the CPD, reject politicization and send a united signal of support for development and multilateralism under the development pillar of the United Nations.

118. In accordance with the Rules of Procedure of the Executive Board of UNDP/UNFPA/UNOPS and the Rules of Procedure of the Economic and Social Council (ECOSOC), the Executive Board voted on the approval of the UNFPA CPD for China. The results were 32 in favour, one against and no abstentions. The Executive Board, therefore, approved the UNFPA country programme for China (DP/FPA/CPD/CHN/10).

119. The Executive Board also approved the UNFPA country programme documents for Armenia (DP/FPA/CPD/ARM/5); Belarus (DP/FPA/CPD/BLR/4); Bosnia and Herzegovina (DP/FPA/CPD/BIH/4); Côte d'Ivoire (DP/FPA/CPD/CIV/9); Eswatini (DP/FPA/CPD/SWZ/8);

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<sup>4</sup> Ibid.

<sup>5</sup> The delegation delivered its statement during the UNDP country programmes segment rather than under the relevant UNFPA agenda item, which explains the absence of a response from the UNFPA Regional Director.



Indonesia (DP/FPA/CPD/IDN/11); Kazakhstan (DP/FPA/CPD/KAZ/6); Liberia (DP/FPA/CPD/LBR/6); North Macedonia (DP/FPA/CPD/MKD/3); Serbia (DP/FPA/CPD/SRB/3), including the results and resources framework for Kosovo<sup>6</sup> (DP/FPA/CPD/SRB/3/Add.1); Timor-Leste (DP/FPA/CPD/TLS/5); Türkiye (DP/FPA/CPD/TUR/8); Turkmenistan (DP/FPA/CPD/TKM/6), and Uzbekistan (DP/FPA/CPD/UZB/6).

120. The Executive Board also took note of the first one-year extensions, approved by the UNFPA Executive Director, of the country programmes for Lebanon, Libya, South Sudan, and Tunisia; approved the second one-year extension of the country programme for Yemen; the fourth one-year extensions of the country programmes for Burkina Faso and Myanmar; the fifth one-year extension of the country programme for the Democratic People's Republic of Korea; and the fifth two-year extension of the country programme for Afghanistan (DP/FPA/2025/13).

#### **XIV. Other Matters**

121. A delegation welcomed the adoption of decisions and emphasized the importance of the forthcoming Strategic Plans of UNDP and UNFPA in responding to evolving global needs and challenges. The delegation commended the UNDP Strategic Plan, 2026–2029 as a timely and inclusive roadmap, highlighting its focus on private sector collaboration, digital and artificial intelligence innovation, sustainable finance, and human security. It also underlined UNDP's role as a bridge across the humanitarian–development–peace nexus, strengthening its position as an integrator and enabling the delivery of holistic and practical solutions. With regard to UNFPA, the delegation welcomed the inclusion of demographic change as a new outcome in the Strategic Plan, while reaffirming the continued importance of the three transformative results under the ICPD Programme of Action. It stressed that humanitarian assistance should remain central to UNFPA's mandate. The delegation also noted the approval of several country programme documents and emphasized that the allocation of assistance should reflect the actual capacities and needs of programme countries, to ensure the efficient use of limited core resources. It further stated that in cases of repeated extensions of country programme documents, project details should be updated in line with local conditions, with appropriate reporting on implementation. The delegation additionally underscored the importance of transparency through the presence of international staff on the ground. Finally, the delegation welcomed the intended appointment of Ms. Diene Keita as the next Executive Director of UNFPA and expressed confidence in her leadership.

<sup>6</sup> References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).