



**United Nations**

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

**Report of the Executive Board on its work  
during 2025\***

**Economic and Social Council  
Official Records, 2025  
Supplement No. 15**

---

\* Reproduced as received; approved by the Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services.





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

**Report of the Executive Board on its work during 2025**



United Nations • New York, 2025

*Note*

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

## Contents

<i>Chapter</i>	<i>Page</i>
<b>Part one: First regular session 2025</b>	
I. Organizational matters . . . . .	7
<b><i>Joint segment</i></b>	
II. Recommendations of the Board of Auditors . . . . .	7
III. Update on the assessment of how the Executive Board executes its governance and oversight functions . . . . .	8
IV. Follow-up to UNAIDS Programme Coordinating Board meeting . . . . .	9
V. Risk management . . . . .	9
VI. Organizational culture . . . . .	11
VII. Addressing racism and racial discrimination . . . . .	12
VIII. Field visits . . . . .	13
<b><i>UNDP segment</i></b>	
Statement by the UNDP Administrator and interactive dialogue . . . . .	13
IX. Human Development Report . . . . .	16
X. UNDP country programmes and related matters . . . . .	16
XI. UNDP evaluation . . . . .	16
<b><i>UNFPA segment</i></b>	
Statement by the UNFPA Executive Director . . . . .	17
XII. UNFPA evaluation . . . . .	20
XIII. UNFPA country programmes and related matters . . . . .	20
<b><i>UNOPS segment</i></b>	
Statement by the UNOPS Executive Director . . . . .	20
XIV. Comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS . . . . .	21
XV. Report on the process innovation and digitalization programme implementation . . . . .	22
<b>Part two: Annual session 2025</b>	
I. Organizational matters . . . . .	24

<i>Joint segment</i>	
II. Internal audit and investigation . . . . .	24
III. Ethics . . . . .	26
IV. Addressing racism and racial discrimination . . . . .	27
V. Protection against sexual exploitation and abuse and sexual harassment . . . . .	28
VI. Update on the implementation efforts on the repositioning of the United Nations development system. . . . .	29
VII. Update on the assessment of how the Executive Board executes its governance and oversight functions . . . . .	31
VIII. Field visits . . . . .	32
<i>UNDP segment</i>	
Interactive dialogue with the UNDP Administrator . . . . .	32
IX. UNDP evaluation . . . . .	35
X. United Nations Capital Development Fund . . . . .	36
XI. United Nations Volunteers. . . . .	37
XII. Gender equality at UNDP . . . . .	38
XIII. UNDP country programmes and related matters . . . . .	39
<i>UNFPA segment</i>	
Statement by the UNFPA Executive Director . . . . .	40
XIV. UNFPA evaluation . . . . .	41
XV. UNFPA country programmes and related matters . . . . .	42
<i>UNOPS segment</i>	
Statement by the UNOPS Executive Director . . . . .	43
XVI. Formative Evaluation of the process innovation and digitalization programme . . . . .	44
<b>Part three: Second regular session 2025</b>	
I. Organizational matters. . . . .	46
II. Interactive dialogue with the UNDP Acting Administrator: UNDP Strategic Plan, 2026–2029 . . . . .	46
III. UNDP regional programme documents, 2026–2029 . . . . .	50
IV. Financial, budgetary, and administrative matters: UNDP integrated resources plan and integrated budget estimates, 2026–2029 . . . . .	51
V. UNDP structured funding dialogue . . . . .	51
VI. Statement by the UNFPA Acting Executive Director: UNFPA Strategic Plan, 2026–2029 . . . . .	52
VII. Financial, budgetary, and administrative matters: UNFPA integrated budget, 2026–2029 . . . . .	55
VIII. UNFPA structured funding dialogue. . . . .	55
IX. Statement by the UNOPS Executive Director: UNOPS Strategic Plan, 2026–2029 . . . . .	55

---

X.	Third-party review of the comprehensive response plan and the associated management response .....	58
XI.	Process innovation and digitalization programme and funding .....	58
XII.	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 .....	58
XIII.	UNDP evaluation .....	59
XIV.	Update on the assessment of how the Executive Board executes its governance and oversight functions .....	59
XV.	UNDP country programmes and related matters .....	60
XVI.	UNFPA country programmes and related matters .....	62
XVII.	Other matters .....	63
Annexes		
I.	Decisions adopted by the Executive Board during 2025 .....	65
II.	Membership of the Executive Board in 2025 .....	97
III.	Report of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP held on 30 May 2025 .....	98

**Part one**  
**First regular session 2025**

**Held at United Nations Headquarters in New York  
from 27 to 31 January 2025**

## I. Organizational matters

1. The first regular session 2025 of the Executive Board of UNDP, UNFPA and UNOPS was held from 27 to 31 January 2025.
2. The Executive Board approved the agenda and workplan for its first regular session 2025 ([DP/2025/L.1](#)) and approved the report of the second regular session in 2024 ([DP/2025/1](#)). The Board adopted the annual workplan for 2025 ([DP/2025/CRP.1](#)).
3. Decisions adopted by the Executive Board in 2024 appeared in document [DP/2025/2](#), which was available on the Executive Board website.
4. The Executive Board approved the tentative workplan for the 2025 annual session to guide discussions and decision-making.

### Statement by the President of the Board

5. The President of the Executive Board described an uncertain global landscape, marked by deepening inequalities, conflicts, humanitarian crises, a growing trust deficit and escalating climate change impacts. He noted that debt servicing was limiting investments in essential services while progress on gender equality remained fragile. While the digital revolution presents opportunities, it has also deepened disparities. Emphasizing the need to strengthen multilateralism, he underscored the critical role of UNDP, UNFPA, and UNOPS in addressing global challenges. He stressed the importance of achieving tangible results for those in need while ensuring the effective use of resources. Looking ahead, the development of new strategic plans along with the continued implementation of the quadrennial comprehensive policy review, will guide the Executive Board's work.

### Joint segment

## II. Recommendations of the Board of Auditors

6. The UNDP Assistant Administrator and Director of the Bureau for Management Services, UNFPA Deputy Executive Director (Management), UNOPS Deputy Executive Director, and Executive Secretary of the United Nations Capital Development Fund (UNCDF) presented the following reports: UNDP: Report on the implementation of the recommendations of the United Nations Board of Auditors, 2023 ([DP/2025/3](#)); UNFPA: Report on the implementation of the recommendations of the United Nations Board of Auditors, 2023 ([DP/FPA/2025/2](#)); UNOPS: Report on the implementation of the recommendations of the United Nations Board of Auditors, 2023 ([DP/OPS/2025/1](#)); and UNCDF: Report on the implementation of the recommendations of the United Nations Board of Auditors, 2023 ([DP/2025/4](#)).
7. Delegations raised concerns regarding specific audit findings, including outdated supply management information for UNFPA and low partner satisfaction with UNOPS service delivery and inadequacies in procurement and emergency procedures. Delegations inquired about a UNOPS disagreement with audit findings on inappropriate financial derivative transactions and weaknesses in internal controls.
8. Delegations commended UNDP for its high implementation rate of audit recommendations and urged UNFPA to further strengthen its humanitarian response and risk management practices. Suggestions were made, including providing a brief summary of audit findings and specific findings in country offices and business units. Delegations also requested additional data from UNDP on any fraud cases while

welcoming ongoing efforts to strengthen risk management. They also underlined the importance of UNOPS enhancing its risk awareness and risk management, in line with the recommendations of the Board of Auditors.

9. In response, representatives of the Board of Auditors agreed with suggestions to improve the report summary. While country office and senior management receive letters specific to different country offices, they acknowledged the need for a better focus on transversal issues. Regarding UNOPS, they noted the importance of paying close attention to higher-risk financial options.

10. The UNDP Assistant Administrator and Director of the Bureau for Management Services outlined progress in updating the corporate accountability framework and recovering funds lost to fraud. Approximately 43 per cent of funds lost through fraud between 2013 and 2023 had been recovered. While it remains a challenge, UNDP pursues full recovery of funds lost to fraud based on the actions proposed by an inter-bureau standing board established to provide transparency on the collection process, ensuring rigorous follow-up on the substantiated losses. Data on presumptive fraud and fraud is reported through the Office of Audit and Investigation as part of its annual report, which will be addressed during the annual session.

11. The UNFPA Deputy Executive Director (Management) described the evolution of supply chain management at the organization, including steps to improve tracking in 2025, aligned with best industry practices. He also outlined plans to strengthen the humanitarian division through the upcoming strategic plan and ongoing risk management measures.

12. The UNOPS Deputy Executive Director detailed improvements in partner satisfaction and reaffirmed the organization's commitment to transparency, accountability, and efficiency in procurement. In response to audit recommendations, UNOPS is reviewing and updating emergency procurement procedures and enhancing risk assessments through an integrated risk management system to address emerging challenges.

13. The UNCDF Executive Secretary highlighted recent restructuring to return the organization to its original mandate as a fund that helps catalyse larger flows of capital towards economic development, mainly in least developed countries (LDCs), and to address various issues, including clearer segregation of functions to minimize risks. UNCDF is updating its control framework in line with UNDP policies and practices.

14. The Executive Board adopted decision 2025/1 on the reports of UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the United Nations Board of Auditors for 2023.

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

15. The President of the Executive Board provided updates on the assessment of how the Executive Board executes its governance and oversight. These updates included preliminary observations by UNDP, UNFPA and UNOPS on the Joint Inspection Unit report and the establishment of a 15-member taskforce with balanced regional representation.

16. A group of delegations called for targeted governance improvements to strengthen the Board's effectiveness, particularly in addressing pressures on multilateralism and resource constraints. They highlighted that some early actions to strengthen and streamline Board processes would enable greater focus on strategic risks, opportunities, and robust operational accountability. Delegations raised

concerns about the terms of reference for the working group, stressing the importance of remaining consistent with decision 2024/12 and aligning with the broader United Nations governance framework and oversight mechanisms.

17. The Executive Board adopted decision 2025/2, reaffirming its commitment to enhancing governance and oversight functions, as informed by the Joint Inspection Unit report and Board deliberations.

#### **IV. Follow-up to UNAIDS Programme Coordinating Board meeting**

18. The UNDP Assistant Administrator and Director of the Bureau for Policy and Programme Support and the UNFPA Deputy Executive Director (Programme), presented the UNDP and UNFPA report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS ([DP/FPA/2025/1](#)).

19. The UNAIDS Deputy Executive Director (Programme) commended the contributions of UNDP and UNFPA to the HIV response but noted that challenges were increasingly arising from reduced resources. These challenges were affecting the most vulnerable populations, the protection of civic space, and gender equality.

20. A group of delegations underscored growing challenges in addressing HIV/AIDS, including widening inequalities, human rights setbacks, declining funding, and legal barriers. Noting the emphasis on scaling up HIV/AIDS work in the current UNDP Strategic Plan, they inquired about lessons learned and how UNDP and UNFPA would maintain engagement despite resource constraints. Another concern raised was the provision of support to countries affected by conflict, climate impacts, and declining human rights protections. One delegation also highlighted successes, including reduced drug costs, the use of solar energy to strengthen health systems, and the development of targeted strategies for vulnerable populations.

21. In response to delegations, the UNDP Assistant Administrator and Director of the Bureau for Policy and Programme Support emphasized the need for greater differentiation, focus, localization, and the use of new prevention technologies to end HIV/AIDS. He stated that UNDP had successfully reached people in complex contexts while leveraging \$10 for every dollar from UNAIDS.

22. The UNFPA Deputy Executive Director (Programme) emphasized the importance of integrated programming to reach the last-mile populations and youth.

23. The Executive Board took note of the joint report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS.

#### **V. Risk management**

24. UNDP, UNFPA and UNOPS provided updates on enterprise risk management and identified critical risks of strategic importance.

25. The UNDP Associate Administrator and Chief Risk Manager described risk management as essential to how UNDP operates and an area of ongoing improvement. He outlined several critical risks, including a continued decline in core resources, escalating crises, and technological challenges. UNDP is actively mitigating these risks by integrating audit findings, evaluation insights, and risk forecasting into

decision-making processes. The new strategic plan would reflect the continued evolution of risk management.

26. The UNFPA Deputy Executive Director (Management) provided updates on the enterprise risk management system, including a policy and formal risk appetite statement, the appointment of a Chief Risk Officer, the establishment of risk committees, and targeted training. Moving forward, priorities include enhanced inter-regional coordination, deeper integration into strategic decision-making, and fostering a risk-aware culture. He stated that risk management maturity at UNFPA now extends beyond standard parameters. Current risks being mitigated include pushback against the UNFPA mandate.

27. The UNOPS Director of the Risk and Compliance Group highlighted that the organization's enterprise risk management framework was designed to address its complex and often high-risk operating environment. UNOPS had made significant progress, including aligning with United Nations practices. It had surpassed the seven recommendations on risk management outlined in the comprehensive response plan, with an ambitious reform agenda focused on future sustainability.

28. A group of delegations called for greater clarity on how funding shifts would impact operations and on reversals in gender equality, which exacerbate vulnerabilities. Delegations also raised concerns about additional risks, including funding diversion from development to armed conflicts, inflexible financing structures that hinder crisis responses, and emerging security threats, including terrorism. They requested more information on defining and applying risk appetite, information-sharing among United Nations organizations, security risks in fragile and complex settings, and risks related to artificial intelligence.

29. In response, the UNDP Associate Administrator and Chief Risk Manager noted the increasingly acute risks from declining core resources, noting that further discussions could explore whether the model in place for 60 years needed updating. He highlighted the impact of declining core resources on gender equality work and the ability to leverage artificial intelligence while mitigating its risks. He stressed that UNDP has very strong counter-terrorism policies, supported by a deliberate investment of core resources.

30. The UNFPA Deputy Executive Director (Management) detailed steps to manage declines in core resources, including diversifying income sources, negotiating agreements with international financial institutions, and expanding individual giving and philanthropy. Like UNDP, UNFPA has implemented stringent counter-terrorism measures and is advancing the integration of artificial intelligence, underpinned by robust data and privacy safeguards.

31. The UNOPS Director of the Risk and Compliance Group explained that the organization was developing a risk statement aligned with United Nations standards. She described a two-stage process to assess artificial intelligence applications for bias, discrimination, and other ethical issues and noted recent enhancements to due diligence and policies related to terrorism risks, particularly in recruitment. While UNOPS does not have core funding, flexible funding has become even more critical in complex environments, an issue addressed in part through enhanced financial foresight and data management.

32. The Executive Board adopted decision 2025/3 on the updates from UNDP, UNFPA, and UNOPS on enterprise risk management and critical risks of strategic importance.

## VI. Organizational culture

33. UNDP, UNFPA, and UNOPS presented a joint update on organizational culture. The UNDP Director of the Bureau for Management Services described a new People Index, which demonstrated a measurable increase in programme delivery where staff engagement and inclusion are high. As a result, a forthcoming organizational development framework will integrate various data and feedback to provide tailored solutions, helping teams overcome structural, cultural, and people-related challenges and drive performance. UNDP has maintained strong performance in leadership, gender parity, support for persons with disabilities, a geographically balanced workforce, and empowering staff to uphold ethical standards and raise concerns without fear of retaliation.

34. The UNFPA Deputy Executive Director (Management) highlighted the organization's commitment to psychological safety, fostering a positive workplace culture, and creating an enabling environment for all personnel. An integrity group has been established to reinforce a speak-up culture. UNFPA has achieved high performance on rigorous gender and intersectional equity standards. In 2024, it launched a robust two-year strategy and workplan aimed at preventing sexual exploitation and abuse and harassment.

35. The UNOPS Director of the People and Culture Group shared that the organization had developed a comprehensive culture roadmap and a set of culture statements aligned with United Nations values to enact desired personnel behaviours. A 2024 culture and engagement survey indicated a consistent recovery trend. UNOPS has integrated cultural objectives into performance evaluations for leaders and strengthened resources for preventing sexual exploitation and abuse and harassment. The organization plans to continue advancing diversity and inclusion, with progress being monitored through the redesigned culture and engagement survey.

36. A group of delegations commended efforts to establish structures, policies, and networks but sought clarification on how these initiatives and indicators – beyond surveys – effectively monitor progress and facilitate learning. They asked how organizations ensured they reached everyone, stressed the importance of visible follow-up on collected feedback, and inquired about inter-agency collaboration and learning, as well as cooperation among oversight offices.

37. Referring to significant reform and optimization processes, delegations sought further details on staff engagement initiatives, measures to address concerns, and mechanisms ensuring transparency and accountability in workplace culture reforms. Other issues included the importance of equal opportunities and meritocracy, broader geographical representation, a better understanding of how contract types influence staff experiences, and further details on efforts to work with oversight bodies to address sexual abuse, exploitation and sexual harassment, and bullying, harassment as well as discrimination.

38. In response, the UNDP Director of the Bureau for Management Services emphasized that linking engagement with performance would provide deeper insights into results. He noted that surveys had not revealed significant variations among staff with different contract types.

39. The UNFPA Director of Human Resources explained a payroll audit process to verify statements on equity and diversity, supported by a policy review and a staff perceptions survey. Geographical representation, including in leadership roles, had shifted significantly.

40. The UNOPS Director of the People and Culture Group indicated that personnel on either staff or International Individual Contract Agreement (IICA) contract

modality can access the ombudsman and mediation services. She emphasized the critical role of the established victim support advocate function and the revamped whistleblowing mechanism.

41. The chairperson of the UNDP, UNFPA, UNOPS, UN-Women Staff Council addressed the Board, acknowledging the ongoing commitment to staff engagement and well-being. However, challenges remained in addressing gaps in open communication, learning and growth opportunities, and ensuring staff could speak up without fear of retaliation. Workload imbalances compromised gender parity efforts. Organizational change processes at UNFPA and UNOPS had resulted in low morale and the risk of losing valuable expertise, underscoring the importance of clear and honest communication. The chairperson emphasized that more discussions were needed on the impact of artificial intelligence on the workforce, the heavy reliance on non-staff contracts, and the need for greater investment in human resources to ensure high performance.

42. In a management response, the UNDP Director of Human Resources outlined a variety of measures to support gender parity, including contributions to digital literacy among staff for the fair and ethical use of artificial intelligence. A new contract modality had been introduced to align with specific project needs while ensuring staff benefits such as leave.

43. The UNFPA Deputy Executive Director (Management) reaffirmed that staff mental health and well-being had been a priority during organizational changes and reported that morale had remained high. He detailed the relocation of staff from New York to Nairobi as a well-planned and important move to enhance delivery.

44. The UNOPS Director of the People and Culture Group shared that the establishment of the UNOPS Global Personnel Associations Forum in 2024 was a milestone in engagement with all local personnel associations across regions. A recent resizing initiative, which involved difficult decisions to comply with a net-zero revenue approach, was conducted in accordance with clear, fair guidelines and additional support for impacted personnel.

45. The Ombudsman for the United Nations Funds and Programmes presented the 2023 annual report for the Office of the Ombudsman. He noted an upward trend in cases and mediations and provided observations on areas requiring more attention, including mental health, where staff face multiple pressures but remain reluctant to seek help. Continued concerns also related to reprisals, performance management, and discrimination.

46. A delegation inquired about how entities addressed recommendations from the Office of the Ombudsman for the United Nations Funds and Programmes. The Ombudsman explained that each organization reviews these recommendations within its own internal frameworks and policies.

47. The Executive Board adopted decision 2025/4 on the joint update on organizational culture and took note of the address by the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council, as well as the annual report from the Office of the Ombudsman for the United Nations Funds and Programmes.

## **VII. Addressing racism and racial discrimination**

48. Noting that further details would be provided at the annual session in June 2025, the UNDP Director of the Bureau for Management Services presented an update on recommendations from the Joint Inspection Unit on addressing racism and racial discrimination within the United Nations system, including UNDP-specific actions

and system-wide collaboration. A proposal on racial categorization would serve as a foundation for a joint United Nations system solution, with formalized inter-agency coordination taking place through a High-level Committee on Management working group. She shared that UNDP has developed a comprehensive suite of anti-racism learning tools, programmes promoting equal opportunities for underrepresented groups, and clear results frameworks with performance indicators mapped to a maturity model.

49. The UNFPA Deputy Executive Director (Management) shared that the organization had hosted over 50 webinars and workshops for staff to address systemic biases. UNFPA had also established the People of African Descent Initiative and invested in young professionals from Africa and those of African descent. In 2025, UNFPA plans to develop an anti-racism and decoloniality accountability framework.

50. The UNOPS Director of the People and Culture Group described the development of an integrated diversity, equity, and inclusion learning package with a focus on anti-racism and highlighted resource investment in anti-racism expertise to support dedicated employee resource groups. UNOPS plans to launch an anti-racism accountability plan in 2025, followed by a comprehensive diversity and inclusion strategy in 2026.

51. Delegates acknowledged progress in addressing discrimination but noted that significant challenges remain. They inquired whether entities had collaborated to define implementation plans and if they had applied recommendations from the Convention on the Elimination of Racial Discrimination.

52. The UNDP Director of the Bureau for Management Services shared that entities were collaborating on these issues and noted that UNDP expects more detailed data from its next inclusion survey.

53. The Executive Board took note of the updates on addressing racism and racial discrimination.

## **VIII. Field visits**

54. A member of the Bureau of the Executive Board presented the report of the joint field visit of the Executive Boards of UNDP, UNFPA and UNOPS, UNICEF, UN-Women and WFP to Cambodia (DP/FPA/OPS-ICEF-UNW-WFP/2025/CRP.1). He also presented highlights of the field visit of the Executive Board of UNDP, UNFPA and UNOPS to the Republic of Moldova and Ukraine, noting that an official report will be presented at the 2025 annual session.

55. The Executive Board took note of the report on the joint field visit to Cambodia and the briefing on the field visit to the Republic of Moldova and Ukraine. An official report on the latter will be presented at the annual session.

## **UNDP segment**

### **Interactive dialogue with the UNDP Administrator**

56. In his statement, the UNDP Administrator acknowledged the organization's 60th anniversary and highlighted key development milestones that UNDP has contributed to over its 60 years, including the first Human Development Report, the concept of risk-informed development, the role of technology as a development driver, and the approach of addressing emerging and interconnected development challenges in an

integrated manner. Throughout, UNDP remained focused on poverty reduction and assisting governments in delivering development more efficiently and effectively.

57. He referred to UNDP as a connector within the development sphere, adding value beyond individual projects. UNDP is locally responsive and embedded within the multilateral system, helping countries chart pathways toward achieving international commitments. The moonshots in the current strategic plan underscored the cumulative impact of UNDP efforts, such as supporting over 800 million people in exercising their right to vote and aligning over \$700 billion in public and private finance with the Sustainable Development Goals.

58. He described 2024 as a challenging year. Despite this, UNDP delivered results even in the most complex crises, including conflict, disasters, and the debt crisis that threatens hard-earned development gains. He stressed that UNDP, as a development platform, is uniquely positioned to address the intersections between these critical issues.

59. He referred to UNDP as a backbone of the larger United Nations development system, supporting major intergovernmental processes and providing an institutional platform to entities that serve the whole United Nations system, such as the United Nations Volunteers, United Nations Office on South-South Cooperation, Multi-Partner Trust Fund and United Nations Capital Development Fund. UNDP also provides essential support to the United Nations system through common premises, payroll transactions and its new enterprise resource planning system, Quantum.

60. The Administrator highlighted several indicators that demonstrate how UNDP efficiently delivers value, including its top performance across all five categories of the United Nations 2.0 action plan, the 19th clean audit from the United Nations Board of Auditors in 2024, and recognition in AidData's listening to leaders survey, where UNDP is the only United Nations organization consistently ranked among the top five development partners by leaders receiving its advice or assistance. He highlighted that the achievements of UNDP are largely the result of strategic investments made possible through its core resources. The ability to multiply every dollar of its core funding eightfold has enabled UNDP to mobilize additional resources for critical development issues, expanding its reach beyond traditional bilateral aid. To ensure the efficient and effective use of its resources, UNDP has made substantial investments in accountability, transparency, and risk management.

61. The Administrator stressed the organization's capacities to innovate, embrace new technologies and co-create development solutions with the countries it serves. These capacities foster widespread trust in its partnership, including in navigating difficult development choices. He provided a brief outlook on the next strategic plan, indicating it as an opportunity to enhance the value that UNDP brings to supporting countries achieve the Sustainable Development Goals. UNDP conducted more than 570 consultations across 115 countries to provide baseline evidence for Member States when considering the new strategic plan that will guide UNDP over the next four years. The new plan would build on the organization's six-decade history and on its evolution as a future-smart, agile, digitally literate, and accountable entity.

62. In response to the Administrator, members of the Bureau offered reflections, noting that UNDP not only creates and delivers value but also plays a key role in partnering with sister United Nations entities. They supported UNDP initiatives on digital transformation, artificial intelligence, governance reforms, inclusive growth, crisis prevention, and integrating climate change and environmental sustainability with innovation to build resilient societies.

63. A group of delegations commended UNDP for driving sustainable development thinking and achieving tangible results, while remaining responsive to the evolving

needs of programme countries. They emphasized the need to accelerate reform of international financial institutions and the trade structure, enhancing the representation of developing countries in economic decision-making. Delegates appreciated the organization's continued prudent financial management and efficiency gains, but highlighted insufficient core funding as a critical risk.

64. A group of delegations, citing the 2024 Quadrennial Comprehensive Policy Review, expressed support for enhanced collaboration among United Nations agencies and welcomed the introduction of the checklist. They underscored the importance of evidence-based reporting, efficiency gains, enhanced innovation, strategic foresight capacities and the implementation of system-wide strategies. Recognizing UNDP's central role in advancing sustainable development, they called on the organization to maximize its mandate, partnerships, and presence to further accelerate progress in this area.

65. A group of delegations, highlighting persistent and significant development disparities, called for bridging the financing gap, taking climate action, and investing in infrastructure and technology. Another group of delegations inquired about the plans of UNDP to support the inter-agency system-wide strategy for middle-income countries and scale up its efforts for inclusive growth, governance, and financing. They also emphasized the importance of addressing the unique needs of small island developing states, urging increased support for finance, digital and data, renewable energy, infrastructure, and the blue economy, as well as integrating the multidimensional vulnerability index into policymaking.

66. Delegations appreciated the inclusive process to develop the next UNDP strategic plan, emphasizing continued support for good governance and poverty eradication. They looked forward to discussions on the resource allocation formula, suggesting that lessons from past experiences be considered. They proposed including concrete and measurable collaborations with international financial institutions, systematic integration of digital and artificial intelligence, and an emphasis on resilience-building for both current and future emergencies. They proposed sharpening thematic priorities and clarifying the UNDP narrative on its role in a rapidly changing development space.

67. On resources, delegations called for donor countries to uphold their contributions and for programme countries to take a more proactive role in financing UNDP initiatives within their borders. They expressed concern about resource limitations forcing the agency to work on a project basis. They suggested rethinking resource mobilization strategies, introducing innovations to secure the regular budget, and expanding the donor base.

68. On programming and partnerships, delegations commended efforts to close gaps across humanitarian, peace, and development action. They lauded support for complex transitions and welcomed integrated programming approaches. Delegates also called for increased attention to ending gender and racial inequality, and enhancing capacity-building and triangular cooperation. One delegation sought insights on UNDP support for the right to development.

69. In response to delegations, the Administrator affirmed the significance of UNDP investment in digital technologies. Regarding artificial intelligence, he underscored the need for tested models to understand how this technology will interface with development and shape future offers. The strategic planning preparation process has reaffirmed that UNDP support is most valued at the intersection of development issues, where it can help address the complexity of development systems.

70. He stated that the strategic plan would reflect the quadrennial comprehensive policy review, the Pact for the Future, outcomes from the extensive consultations, and

decisions by the United Nations and the Executive Board. He highlighted priorities, including the revenue model and partnership processes, emphasizing that UNDP had diversified its funding and continued to do so. Due to potential disruptions in core funding, UNDP is implementing mitigation measures. At the same time, with improved monitoring, transparency, and a 30 per cent reduction in operational costs over the last decade, the discussion could advance toward a realistic approach to efficiency and effectiveness, including through comparisons with other multilateral and bilateral organizations. The Administrator noted that UNDP collaborates closely with United Nations entities.

71. He concluded by describing UNDP as a trusted platform for engaging in development decisions that matter both to individual countries and to the global community. UNDP is integral to the United Nations and serves as a unique source of value for the international community.

## **IX. Human Development Report**

72. The Director of the Human Development Report Office provided an update on the Human Development Report consultations, stating that the upcoming report is the second in a trilogy addressing global uncertainty. The report will focus on harnessing artificial intelligence for human development, following a report on polarization. The third report in the series will address planetary change. He noted wide uptake of the reports, with eight million page views on their website recorded in 2024.

73. Consultations for the forthcoming report have covered all five regions and engaged experts and leaders from industry, academia, trade, labour, human rights, and United Nations organizations, amongst others.

74. The Executive Board took note of the update on the Human Development Report.

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

75. The UNDP Associate Administrator presented an overview of the new UNDP country programme documents for Bahrain, Colombia, Iraq, Paraguay and Rwanda, and the extensions for the country programmes for Guatemala, Kuwait, Mali and the Republic of Sudan.

76. The regional directors for Africa, the Arab States, and Latin America and the Caribbean provided insights from their respective regions.

77. The Executive Board, in line with decision 2014/7, approved the UNDP country programme documents for Bahrain ([DP/DCP/BHR/4](#)), Colombia ([DP/DCP/COL/4](#)), Iraq ([DP/DCP/IRQ/4](#)), Paraguay ([DP/DCP/PRY/4](#)) and Rwanda ([DP/DCP/RWA/4](#)), ensuring alignment with national priorities and the UNDP Strategic Plan.

78. The Executive Board took note of the first one-year extension of the country programmes for Guatemala, Kuwait and Mali, and approved the fourth one-year extension of the country programme for the Republic of Sudan ([DP/2025/5](#)).

## **XI. UNDP evaluation**

79. The Director of the Independent Evaluation Office presented the independent review of the UNDP evaluation policy and the Independent Evaluation Office

response (DP/2025/6). The UNDP Assistant Administrator and Director of the Bureau for Policy and Programme Support provided the management response (DP/2025/7).

80. Delegations sought further details on collaboration with other United Nations evaluation functions, the evaluation function's role in the UNDP strategic planning process and the evaluation funding target. They inquired about how UNDP would leverage its portfolio approach to align decentralized evaluations with strategic priorities and requested continued updates on the impacts of the portfolio approach on the evaluation policy.

81. The Director of the Independent Evaluation Office affirmed that United Nations evaluation offices regularly collaborate, including through the United Nations Evaluation Group and on joint evaluations. Recent efforts entailed using artificial intelligence to synthesize work across the United Nations. The office had also developed internal guidance for portfolio evaluations and recently drafted an evaluation of the UNDP Strategic Plan, 2022–2025, for presentation at the 2025 annual session of the Executive Board. A new workplan would revisit evaluation coverage in line with the next strategic plan.

82. The Director of the Bureau for Policy and Programme Support highlighted that with the portfolio approach, a key consideration would be reducing the large volume of project-based evaluations. He also noted that UNDP was close to meeting the one per cent funding target for evaluation, reflecting a commitment to ongoing learning that would carry into the next strategic plan.

83. The Executive Board adopted decision 2025/5 on UNDP evaluation, which included the independent review of the UNDP evaluation policy, the Independent Evaluation Office response and the management response.

## UNFPA segment

### Statement by the UNFPA Executive Director

84. In her statement, the UNFPA Executive Director described how, to respond to challenges and uncertainty, UNFPA remained committed to deliver on the ground, providing life-saving resources, in an inclusive manner, ensuring that no one is left behind. As a result, in over 150 locations, mothers are safer, babies are healthier, more women and couples can decide freely whether or when to have children, and more girls can stay in school and out of marriage. However, UNFPA had received stop-work orders from a major donor, which had immediate impacts on women and girls, personnel, implementing partners, and the broader aid community.

85. She addressed three key areas of increasing focus at UNFPA: climate change, the integration of population dynamics into development policies in response to demographic shifts, and increased action to reduce maternal deaths. Guided by the recent formative evaluation of the current UNFPA strategic plan, the new plan would emphasize an agile and adaptive organization, accelerating progress toward the three transformative outcomes. A proposed fourth outcome on demographic resilience would better position UNFPA to reflect the full scope of its mandate and the agenda of the International Conference on Population and Development (ICPD). It would enhance and reinforce UNFPA work to advance sexual and reproductive health and rights across the lifecycle. The overall focus would be on sustaining gains, stepping up progress, and leaving no one behind. Efforts to protect the ICPD agenda would be fully integrated, with the plan aligned to the quadrennial comprehensive policy review.

86. The Executive Director emphasized the importance of the global leadership and experience of UNFPA in addressing the complex interlinkages between demographic trends, health, well-being, and the achievement of the Sustainable Development Goals. UNFPA would also continue to work to protect, promote, and advance the ICPD agenda in normative spaces.

87. She highlighted that a continued internal transformation journey included the headquarters optimization initiative, which was being implemented according to the plan and already yielding positive results. UNFPA had invested significantly in organizational culture, oversight, innovation, and robust risk management, fostering trust and confidence among stakeholders. UNFPA had also received an unqualified audit opinion from the United Nations Board of Auditors and a very positive assessment from the Multilateral Organization Performance Assessment Network.

88. She expressed concern over 2024 being the deadliest year for aid workers, with more than 280 humanitarians killed, and that the safety and security of UNFPA personnel remained a top priority. Given their critical role in supporting women and girls in crises she shared examples from Gaza, Haiti, Sudan, and the Sahel, while stressing that crisis response remained severely underfunded, with gaps of up to 75 per cent in some countries.

89. While 2024 was another record-breaking year for UNFPA in terms of overall funding, this was largely driven by a significant rise in non-core funding. However, the stagnation of core funding remained a concern, as flexibility was more critical than ever amid shifting needs and environments. UNFPA had engaged in conservative scenario planning and was identifying operational savings, in anticipation of potential reductions in core resources, along with a significant loss in humanitarian funding, in the next budget cycle. In addition, UNFPA remained committed to diversifying and expanding revenue streams and its partnerships base. It had built a strong pipeline of funding from international financial institutions and achieved a threefold increase in funding from foundations and philanthropies compared to 2023. The organization was also exploring innovative financing approaches, a major gift strategy targeting high-net-worth individuals, and expanded engagement with the private sector.

90. She concluded by emphasizing that when women and girls have access to sexual and reproductive health care, entire societies benefit. This principle remained at the heart of the ICPD consensus and continued to be relevant today. UNFPA plans to continue seeking common ground and work diligently with partners and communities to uphold the rights and well-being of women and girls.

91. The Regional Director for Eastern Europe and Central Asia provided a brief update on UNFPA activities in the region, including support for countries in adopting a comprehensive, life-course approach to demographic changes in alignment with the ICPD agenda.

92. To open the interactive dialogue, a Bureau member acknowledged the challenges facing UNFPA implementation efforts and emphasized the importance of collective action to maintain confidence in its work, as well as to sustain financial and political support. The Bureau member also noted that a recent field visit demonstrated UNFPA efforts to avoid duplication with other United Nations agencies, which could help mitigate funding concerns.

93. A group of delegations underscored the urgency of collective action, particularly in advancing gender equality, within the framework of the 2024 quadrennial comprehensive policy review. Another group of delegations welcomed updates on headquarters optimization, recognizing its role in fostering a more integrated structure, enhancing collaboration, and improving knowledge management. While

they commended efforts to diversify the donor base and explore innovative financing, they also expressed concern over declining core contributions.

94. Delegations emphasized that the role of UNFPA in implementing the ICPD agenda and the Sustainable Development Goals was more crucial than ever. They welcomed the successful transformation of UNFPA into a development-humanitarian organization, effectively aligning its operating model with its strategic vision.

95. Several delegations endorsed the emphasis on population dynamics and welcomed a heightened focus on climate change. They highlighted the interdependence between the Beijing Declaration and Platform for Action and the ICPD agenda, and welcomed the revised UNFPA gender equality strategy. One delegation suggested that sexual and reproductive health and rights, along with the ICPD agenda, should be a unifying theme across UNFPA work within the broader United Nations offer.

96. Delegations appreciated proactive efforts to mitigate financial risks through strengthened resource mobilization with existing donors and diversification of funding sources. They encouraged continued advocacy for national resource mobilization and full implementation of mandates from the General Assembly, particularly regarding global partnerships and core resources. Additional recommendations included enhancing risk assessment, governance transparency, humanitarian response capabilities, and supply chain management.

97. In response to delegations, the Executive Director noted that the new strategic plan would enhance the tailoring of evidence-based assistance by countries. She welcomed support for a stronger emphasis on population dynamics in light of rapid shifts in population structures and stressed the importance of engaging with youth, reaching marginalized groups, and ensuring the inclusion of persons with disabilities.

98. She reaffirmed full alignment of UNFPA with the quadrennial comprehensive policy review and its commitment to harmonizing efforts with other United Nations entities. Core resources would be critical given the current challenges. She also welcomed delegations' recognition of the importance of evaluations, risk assessments, and oversight, highlighting that an integrity group had been established to link various oversight offices.

99. The Deputy Executive Director (Management) provided an overview of the significant growth in humanitarian work, highlighting that funding in 2024 had increased compared to 2019 and now made up over 40 per cent of total funding. A large portion of this funding had been impacted by recent stop-work orders.

100. The Deputy Executive Director (Programme) detailed key areas of work in Africa, including advances in the youth agenda, maternal health, South-South cooperation, the supplies partnership, and mobilization of both domestic and international financing.

101. The Director of the Programme Division outlined plans to expand engagement with countries facing demographic changes, ensuring social and economic policies and programmes are responsive to evolving population trends while upholding individual rights and choices.

102. The Regional Director for Eastern Europe and Central Asia highlighted the risks to gender equality in countries concerned about declining fertility rates. She emphasized the importance of investing in human capital to navigate these challenges, including measures to support women in balancing careers and family life according to their intentions.

## **XII. UNFPA evaluation**

103. The Director of the Independent Evaluation Office presented the formative evaluation of the UNFPA Strategic Plan, 2022–2025 ([DP/FPA/2025/1](#)). The UNFPA Deputy Executive Director (Programme) presented the management response ([DP/FPA/2025/CRP.1](#)).

104. Delegations emphasized the importance of balancing the acceleration of progress with preventing setbacks, and increasing capacity for normative work, funding, and strategic communication. They inquired how the inclusion of a fourth outcome in the plan would support the three transformative results and core mandate. One delegation called for attention to the United Nations Board of Auditors recommendations on the Division of Humanitarian Response, risk management, and the Quantum system.

105. The Director of the Independent Evaluation Office, referring to evaluation findings, explained that UNFPA could further strengthen normative work at the country level through training and a better balance of existing skills.

106. The Deputy Executive Director (Programme) affirmed that the strategic plan would accelerate progress and safeguard gains, including through enhanced organizational effectiveness, efficiency, and resilience. The fourth outcome would help Member States better understand population dynamics and their impact on each transformative result, while maintaining sexual and reproductive health at the core of UNFPA activities. She also stressed the commitment to swiftly implement outstanding audit recommendations. UNFPA had already taken multiple steps to strengthen humanitarian capacity, improve the Quantum system, and enhance risk management.

107. The Executive Board took note of the formative evaluation of the UNFPA Strategic Plan, 2022–2025.

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

108. The UNFPA Deputy Executive Director (Programme) presented an overview of the new UNFPA country programme documents for Colombia, Iraq, Paraguay and Rwanda, and the extensions for the country programmes for Mali and Sudan.

109. The regional directors for the Arab States, East and Southern Africa, and Latin America and the Caribbean provided insights from their regions.

110. The Executive Board, in line with decision 2014/7, approved the UNFPA country programme documents for Colombia ([DP/FPA/CPD/COL/8](#)), Iraq ([DP/FPA/CPD/IRQ/4](#)), Paraguay ([DP/FPA/CPD/PAR/9](#)) and Rwanda ([DP/FPA/CPD/RWA/9](#)), ensuring alignment with national priorities and the UNFPA Strategic Plan.

111. The Executive Board took note of the first one-year extension of the country programme for Mali and approved the fourth one-year extension of the country programme for Sudan ([DP/FPA/2025/4](#)).

## **UNOPS segment**

### **Statement by the UNOPS Executive Director**

112. The UNOPS Executive Director began his statement by providing a brief update on the delivery of support in Afghanistan, Gaza, Haiti, Mozambique, Myanmar, Sudan, Ukraine and Yemen, including support related to livelihoods, mine action and

food security. These experiences reinforced the critical need for the practical solutions that UNOPS provides.

113. He reported that by the end of 2024, all comprehensive response plan reforms had been implemented, except for the multi-year process innovation and digitalization (PID) programme. UNOPS had taken over 80 actions under 43 recommendations, including a strengthened focus on organizational culture, a review of financial regulations and rules, enhanced risk management, and a heightened focus on integrity. The multi-year PID programme will ensure that UNOPS processes and information systems are fit-for-purpose, integrated and digitalized.

114. UNOPS continued to take all necessary measures to recover overdue repayments from the former Sustainable Investments in Infrastructure and Innovation (S3i) initiative, working with the United Nations Office of Legal Affairs. It concluded the refund exercise of \$124 million in excess reserves with more than 200 partners and is now implementing all subsequent decisions by the Executive Board. Following a recommendation from the United Nations Board of Auditors, UNOPS proposed a revised methodology for calculating excess reserves on a liquidity basis in alignment with the Executive Board guidance on operating on a zero net-revenue basis.

115. The Executive Director stated that UNOPS would continue reporting on expenditures related to the implementation of the comprehensive response plan and the six transformation initiatives. Third-party reviews and internal surveys had shown positive trends in restoring trust in the organization. Additionally, a record number of engagements with UNOPS in 2024 indicated a renewed willingness to work with the organization. He looked forward to a forthcoming third-party review to validate reform efforts, all of which had been detailed in publicly available documents.

116. As the next step, the Executive Director described an ambitious climate agenda to reduce emissions from internal operations, account for emissions through suppliers, and work with partners to promote climate-resilient development. He concluded by noting that the lagging progress on the Sustainable Development Goals underscored the key role of UNOPS, given its focus on implementation and support for countries and the United Nations system. With clear guidance from Member States and a commitment to reform, UNOPS was stronger, more agile, and better positioned to offer practical solutions.

#### **XIV. Comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS**

117. Following the opening statement of the Executive Director, Bureau members highlighted the thirtieth anniversary of UNOPS as an opportunity to reflect on how it can best fulfil its mandate, particularly as it develops its next strategic plan. They agreed that notable accomplishments in humanitarian assistance, infrastructure development, and economic development demonstrated UNOPS' ability to deliver tangible results despite significant challenges.

118. A group of delegations commended UNOPS for implementing the third-party review recommendations and urged it to continue addressing the outstanding recommendations related to the process innovation and digitalization programme. They emphasized the vital role and contribution of UNOPS in advancing the 2030 Agenda and encouraged exploring innovative ways to mobilize private capital for infrastructure development and bridge digital divides.

119. Another group of delegations called on UNOPS to support resident coordinators in leading and coordinating country teams, making system-wide coherence, coordination, and development impact a priority objective.

120. Delegations emphasized the need for continued efforts to promote inclusive decision-making, accountability, and transparency, including through ongoing communication with the Executive Board. They reiterated the need for solid risk management systems, a safe and inclusive organizational culture, confidential whistleblower mechanisms, and adequate protections against sexual exploitation, abuse, and harassment. Delegations also highlighted the importance of maintaining a continued focus on the core mandate for implementation and suggested that the new strategic plan should clearly define its comparative advantages.

121. While taking note of the progress made in the implementation of the comprehensive response plan, delegations raised some concerns about limited communications around recent staff reductions, efforts to recover lost funds, and indications of financial mismanagement and operational deficiencies. They noted that inadequate communication about the closure of comprehensive response plan recommendations had undermined trust. They also inquired about measures to ensure the sustainability of investments in the reorganization of UNOPS.

122. In response, the Executive Director noted the resurgence of a spirit of collegiality, mutual accountability, and trust among UNOPS staff. He explained that the 47 staff reductions at the end of 2024, from an approximate total of 6,000, were necessary to meet the net-zero revenue target and strategically realign the organization. To his knowledge, no allegations of impropriety had been made.

123. Regarding collaboration with the private sector, he noted that half of UNOPS suppliers are from developing countries and that infrastructure work relies heavily on local capabilities. He anticipated that the next strategic plan would define UNOPS contributions to priorities defined by Member States under the quadrennial comprehensive policy review. He further emphasized that reforms had already better positioned UNOPS for this alignment and stressed that the organization adhered strictly to its mandate, as demonstrated by its refusal of over \$252 million worth of projects in the past year. On development finance, he explained that UNOPS could support demand-driven implementation capacity, enabling countries to make the best use of available resources.

124. The Director of the People and Culture Group reported that staff engagement and satisfaction had recovered to 2021 levels. Key behaviour metrics, cultural objectives and team engagement scores were among several indicators integrated into people performance appraisals aimed at reinforcing accountability, while a revamped whistleblowing policy was launched in January 2025.

125. The Executive Board adopted decision 2025/6 on the comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS ([DP/OPS/2025/2](#)).

## **XV. Report on the process innovation and digitalization programme implementation**

126. The UNOPS Chief of Staff presented the UNOPS annual report on the implementation of the process innovation and digitalization programme ([DP/OPS/2025/3](#)).

127. The Executive Board took note of the report.

**Part two**  
**Annual session 2025**

**Held at United Nations Headquarters in New York  
from 2 to 5 June 2025**

## I. Organizational matters

1. The annual session 2025 of the Executive Board of UNDP, UNFPA and UNOPS was held from 2 to 5 June 2025.
2. The Executive Board approved the agenda and workplan for its annual session 2025 ([DP/2025/L.2](#)) as well as the report of the first regular session 2025 ([DP/2025/8](#)).
3. The decisions adopted by the Executive Board at its first regular session 2025 are contained in document [DP/2025/9](#), available on the Executive Board website.
4. The Executive Board approved the tentative workplan for the second regular session 2025 to guide its discussions and decision-making.

### Statement by the President of the Board

5. The President of the Executive Board underscored the significance of the current moment for the United Nations development system and highlighted the need for constructive dialogue. Emphasizing the Board's governance and oversight role, the President called for active engagement, empathy, and strategic vision to overcome fragmentation and help restore trust in multilateral cooperation. The President also stressed the importance of coordinated and systemic responses as the United Nations development system reform process progresses. In closing, the President expressed appreciation to the UNDP Administrator and the UNFPA Executive Director for their visionary leadership and dedication to advancing the work of the United Nations, noting that this marked their final session with the Executive Board.

### Joint segment

## II. Internal audit and investigation

6. The UNDP Director of the Office of Audit and Investigations (OAI) presented the annual report on internal audit and investigations activities in 2024 ([DP/2025/10](#)). The UNDP Director of the Bureau for Management Services provided the corresponding management response. The UNFPA Director of the Office of Audit and Investigation Services (OAIS) presented the report on internal audit and investigation activities in 2024 ([DP/FPA/2025/6](#)) along with the annual report of the Oversight Advisory Committee ([DP/FPA/2025/6/Add.1](#)). The UNFPA Deputy Executive Director (Management) delivered the management response. The UNOPS Director of the Internal Audit and Investigations Group (IAIG), presented the annual report on internal audit and investigations activities in 2024 ([DP/OPS/2025/4](#)), with the UNOPS Deputy Executive Director (Delivery and Partnerships) providing the management response.
7. The Chairs of the UNDP Audit and Evaluation Advisory Committee (AEAC), the UNFPA Oversight Advisory Committee (OAC) and the UNOPS Audit Advisory Committee (AAC) presented their respective annual reports for 2024. Management from the respective entities referred to these reports in their statements.
8. An Executive Board Bureau member welcomed the independence and essential role of oversight offices, emphasizing their value as a critical check on the system. They expressed appreciation for the informal briefings and raised three questions: (a) whether increased reporting indicates greater trust in the system; (b) clarification on the evolution of the investigation model of UNDP; and (c) whether the findings at UNFPA, though not affecting delivery, might impact credibility. They also

encouraged continued discussion on protection from sexual exploitation and abuse (PSEA) during future deliberations.

9. Another Bureau member acknowledged the satisfactory ratings of UNDP and UNFPA and noted the partially satisfactory rating of UNOPS. They posed a broader question to the Board: should a “satisfactory” rating be considered the ceiling for oversight performance, or should entities strive for higher standards as systems mature?

10. A delegation underscored the critical role of OAI, OAS and IAIG in promoting transparency, accountability, and responsible use of resources. They called for full operational independence, adequate resources, and direct access to the Executive Board – particularly in the context of ongoing reforms and budget constraints. They inquired how oversight bodies plan to contribute to broader efficiency and reform efforts.

11. Another delegation expressed appreciation for the work of the oversight offices and the value of informal dialogue. However, they voiced concern about fragmentation in addressing ethical breaches and disciplinary measures. They asked the UNDP AEAC to elaborate on its recommendation for a system-wide approach and sought clarity on coordination between oversight bodies at UNFPA and UNOPS to prevent siloed processes.

12. The UNDP Director of the Bureau for Management Services reaffirmed the organization’s commitment to safeguarding independent oversight, particularly amid fiscal constraints. The Director underscored that these functions have consistently been protected to the fullest extent possible – an approach also acknowledged by the AEAC Chair.

13. The UNFPA Deputy Executive Director (Management), likewise reiterated the organization’s commitment to a strong, independent, and well-resourced oversight function, noting its long-standing investments in this area despite financial constraints.

14. The UNOPS Deputy Executive Director (Delivery and Partnerships), confirmed the importance of ensuring the independence of IAIG, noting that adequate resources are key to effective oversight.

15. The Chair of the UNDP AEAC stressed that even “satisfactory” audit ratings require continued vigilance. He underscored the importance of collaboration among oversight bodies and identified the need to improve investigation timelines and compliance processes. He attributed the increase in reporting to expanded awareness-raising, the designation of ethics champions, and more visible management action on misconduct, particularly in the areas of whistleblower protections and safeguarding.

16. The UNFPA OAC representative confirmed that the committee operates with full independence and adequate resourcing, supported by management collaboration and unrestricted access to information. The representative reiterated the committee’s readiness to respond to any further queries from the Board.

17. The Chair of the UNOPS AAC, responding to a question from a Bureau member on whether a “satisfactory” rating should be considered the ceiling for oversight performance, noted that the AAC generally considers it a matter of concern when more than 25 per cent of audit reports indicate a need for improvement. He added that the AAC monitors systemic issues, citing the case of Sustainable Investments in Infrastructure and Innovation (S3i) as both systemic and structural in nature. The Chair further underscored that the adequacy of the budgets and staffing of the IAIG and the Ethics Office remain areas of continued attention and regular dialogue with those offices.

18. The UNDP Director of OAI outlined a flexible approach to supporting UNDP through the United Nations reform initiatives, including enhanced advisory services to manage emerging risks. He noted that any structural changes would also affect OAI and should be carefully sequenced to ensure continuity of support. Increased reporting was partially attributed to outreach efforts on protection from sexual exploitation and abuse and sexual harassment (PSEAH), and to expanded training for staff. Updates to the investigations model include a more risk-based approach to case triage and internal reorganization to establish thematic specializations within the team – focused on PSEAH, proactive investigations, artificial intelligence, and donor relations. He clarified that “fully satisfactory” remains the highest possible rating under the current system, although continued improvement is always the goal – even when that rating is achieved.

19. The UNFPA Director of OAIIS welcomed the role of oversight in supporting United Nations reform efforts, highlighting collaboration through networks such as UN-RIAS. He noted efforts to enhance reporting through multilingual tools, staff outreach via the Staff Council, and broader dissemination of findings. He emphasized that credibility stems from delivery and consistent enforcement of zero-tolerance policies, and commended management for its responsiveness. He reaffirmed the role of OAIIS in upholding strong internal controls and compliance in complex environments.

20. The UNOPS Director of IAIG confirmed that while IAIG has no formal role in the United Nations reform initiatives, it stands ready to provide advisory support upon request. He emphasized the importance of maintaining independence and avoiding conflicts of interest. He noted that regional training efforts had increased awareness of reporting mechanisms, reflected in the rise in complaints. He also reported that UNOPS had improved its audit rating to “partially satisfactory with minor improvement.” While operational challenges persist in fragile settings, he stressed that IAIG’s credibility depends on fairness, objectivity, and a rights-based approach.

21. The Executive Board adopted decision 2025/9 on the reports of UNDP, UNFPA and UNOPS on internal audit and investigation activities in 2024, and the corresponding management responses.

### **III. Ethics**

22. The UNDP Director of the Ethics Office presented the report on the activities of the UNDP Ethics Office in 2024 ([DP/2025/11](#)). The UNDP Director of the Bureau for Management Services delivered the management response. The UNFPA Ethics Adviser presented the report on the activities of the UNFPA Ethics Office in 2024 ([DP/FPA/2025/7](#)), with the UNFPA Deputy Executive Director (Management) providing the management response. The UNOPS Director of the Ethics Office presented the report on the activities of the UNOPS Ethics Office in 2024 ([DP/OPS/2025/5](#)), followed by the management response from the UNOPS Deputy Executive Director (Delivery and Partnerships).

23. A delegation commended the ethics offices for their essential role in upholding integrity, accountability, and ethical conduct across the three organizations. They underscored the importance of ensuring that ethics offices remain fully independent, adequately resourced, and actively engaged in supporting reforms and mitigating risks. They also posed a question regarding how the ethics offices would engage with ongoing reforms and what role they foresee for themselves in these processes.

24. The UNDP Director of the Ethics Office thanked the delegation for its comments and affirmed that, similar to the oversight offices, the Ethics Office stands ready to

provide advice and guidance on emerging risks, and to support the implementation of decisions taken by the organization and Member States.

25. The UNFPA Ethics Adviser highlighted the critical importance of the Ethics Office during periods of restructuring, noting the potential rise in workplace concerns and risks of retaliation. She emphasized the continued relevance of the Ethics Office in safeguarding integrity and accountability, in line with its mandate under the Secretary-General's bulletin of 2007.

26. The UNOPS Director of Ethics welcomed the opportunity to participate in discussions related to the United Nations reform, emphasizing the importance of balancing organizational consolidation with the unique mandates and operational contexts of each entity. He acknowledged the relevance of the question posed and expressed the Office's readiness to continue engaging in the dialogue.

27. The Executive Board adopted decision 2025/10 on the reports of the ethics offices of UNDP, UNFPA and UNOPS on activities in 2024, and the corresponding management responses.

#### **IV. Addressing racism and racial discrimination**

28. The UNDP Director of the Bureau for Management Services, the UNFPA Deputy Executive Director (Management), and the UNOPS Deputy Executive Director (Delivery and Partnerships) updated the Executive Board on progress made in addressing racism and racial discrimination. The updates were provided on the implementation of the recommendations of the Joint Inspection Unit (JIU) contained in its note entitled 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).

29. A Bureau member, speaking on behalf of a group of delegations, unequivocally condemned all forms of racism, affirming that such practices have no place in UNDP, UNFPA or UNOPS. They acknowledged the efforts made by the entities – such as staff training in UNFPA, the promotion of a speak-up culture in UNDP, and data collection initiatives in UNOPS – and encouraged greater transparency regarding persistent challenges. The speaker called for stronger inter-agency collaboration, particularly in the areas of voluntary self-identification and anti-racism efforts at the country level. They reaffirmed the need for sustained and holistic action to uphold human rights and zero tolerance for discrimination.

30. One delegation expressed strong support for the leadership of the Executive Board on this issue and condemned all manifestations of racism within the United Nations. Citing survey data, they welcomed actions undertaken by the three entities, while emphasizing the need to institutionalize anti-racism efforts, establish clear accountability mechanisms, and fully implement the JIU recommendations, including mechanisms for measuring progress. Another delegation commended the leadership and staff of the entities for their dedication to upholding integrity and preventing sexual exploitation, abuse, and harassment. They highlighted the importance of survivor-centred approaches and stressed the principles of transparency, accountability, and a respectful workplace culture.

31. The UNDP Director of the Bureau for Management Services noted that the organization's partnership policy prohibits collaboration with entities that act in contradiction to the principles of the United Nations Charter, including those engaging in racial discrimination. She highlighted the integration of anti-discrimination clauses in partnership agreements, strengthened engagement with marginalized groups, the rollout of anti-racism training, and the tracking of related

cases through the Office of Audit and Investigations. Data on respectful behaviours and other elements of the organizational culture is monitored using various tools, including UNDP's personnel surveys, in which participants are also invited to self-identify across a number of demographic categories, including race and ethnic origin. This enables more nuanced analysis of results and supports the identification of emerging issues.

32. The UNFPA Deputy Executive Director (Management) confirmed that all implementing partners are required to uphold United Nations principles, including a commitment to anti-racism. Since 2020, UNFPA has expanded its anti-racism initiatives, which include fostering diversity, equity, and inclusion (DEI), the launch of a new people strategy, and the facilitation of leadership dialogues. In 2024, a senior consultant was engaged to lead targeted learning initiatives on anti-racism.

33. The UNOPS Deputy Executive Director (Delivery and Partnerships) reiterated the organization's commitment to inter-agency collaboration on anti-racism. She noted that progress is measured through culture and engagement surveys that include DEI indicators. While the improvements observed to date are modest, they indicate emerging positive behavioural change. An interim accountability plan is in place to guide further action.

34. The Executive Board adopted decision 2025/12 on addressing racism and racial discrimination.

## **V. Protection against sexual exploitation and abuse and sexual harassment**

35. The UNDP Director of the Bureau for Management Services, the UNFPA Deputy Executive Director (Management), and the UNOPS Deputy Executive Director (Delivery and Partnerships) provided updates on efforts to prevent and respond to sexual exploitation and abuse and sexual harassment (PSEAH).

36. A group of delegations commended the three entities for their continued commitment to fostering safe and inclusive organizational cultures. Underscoring that the protection of vulnerable populations is non-negotiable, they called for sustained funding, dedicated staffing, and victim/survivor-centred approaches. Delegations urged entities to focus on enhanced inter-agency collaboration, harmonized tools, and expanded use of frameworks such as the Misconduct Disclosure Scheme (MDS). They also requested clarification on several entity-specific issues, such as the limits of UNDP's investigative authority, UNFPA's challenges in reporting, and UNOPS's efforts to engage with communities.

37. A delegation welcomed the prioritization of PSEAH and the adoption of a zero-tolerance stance by the three entities. Stressing the need to safeguard vulnerable populations, they called for improved coordination, prevention measures, and transparency. They emphasized the importance of an intersectional approach – considering factors such as gender, age, disability, sexual orientation, and ethnicity – and advocated for stronger whistleblower protections and more accessible, community-based complaint mechanisms, especially in fragile and conflict-affected settings.

38. The UNDP Director of the Bureau for Management Services reaffirmed the organization's commitment to PSEAH despite resource constraints. She highlighted the imminent appointment of a victim support officer and the establishment of a global network of over 170 focal points. She emphasized the value of inter-agency collaboration for enhancing efficiency and noted that while UNDP relies on its United

Nations partners to deliver gender-based violence (GBV) services, this is challenged by funding reductions. The MDS is currently being piloted in five countries, with potential for expansion. It was clarified that, while UNDP does not have the mandate to investigate personnel of implementing partners, it works proactively to promote standards and provide advice on cases where investigation may be warranted.

39. The UNFPA Deputy Executive Director (Management) confirmed continued funding for PSEAH and announced the creation of a new specialist position. He noted the agency's leadership role on GBV prevention and response, its support for inter-agency coordination efforts, and the piloting of the MDS, with expansion under consideration. Complementarity with the ClearCheck platform is also being reviewed. Monitoring systems are in place, and a recent staff survey identified key deterrents to reporting – such as fear of retaliation and lack of trust – which are now being addressed to strengthen transparency and build confidence.

40. The UNOPS Deputy Executive Director (Delivery and Partnerships) reiterated that PSEAH remains a core organizational priority, integrated throughout operations and strongly supported by senior leadership. UNOPS is intensifying collaboration with UNDP and UNFPA, including joint efforts on prevention. The MDS is being piloted in three regions ahead of planned global implementation, and a context-specific PSEA community engagement guidance note is under development to support operations in remote areas. The Executive Board adopted decision 2025/11 on the joint update on protection against sexual exploitation and abuse and sexual harassment.

## **VI. Update on the implementation efforts on the repositioning of the United Nations development system**

41. The UNDP Associate Administrator, the UNFPA Deputy Executive Director (Management), and the UNOPS Deputy Executive Director (Delivery and Partnerships) provided updates on implementation efforts related to the repositioning of the United Nations development system.

42. A group of delegations stressed the urgency of fully implementing the United Nations development system reforms, particularly in light of growing demands and constrained resources. They welcomed the Secretary-General's UN80 initiative and identified four priority areas: (1) accelerating progress on shared services and common premises; (2) addressing delays in advancing the Management Accountability Framework (MAF); (3) strengthening the dual reporting model, including increased United Nations Resident Coordinator input into performance appraisals; and (4) ensuring full alignment of agency programmes with the United Nations Sustainable Development Cooperation Frameworks (UNSDCF), including by sharing Resident coordinator alignment letters with the Executive Board.

43. Delegations reiterated their support for the UN80 initiative and for continued reforms of the Resident Coordinator system, highlighting the central role of the Resident Coordinator and UNDP's function as a provider of common services and integrated policy advice. They emphasized the need to move from reform to full implementation of the 2024 quadrennial comprehensive policy review (QCPR), and to ensure agency activities are fully aligned with cooperation frameworks to reduce duplication and enhance coherence.

44. Delegations called for improved efficiency through shared services and common premises, stronger accountability, and better resource optimization, particularly in complex and fragile settings. Delegations also encouraged the mobilization of innovative, transparent, and domestic sources of financing, including from private

and local actors, and called for inclusive, multi-stakeholder partnerships. They requested performance updates and clearer communication on the measurable impact of reform implementation.

45. The UNDP Associate Administrator reaffirmed the organization's support for joint business operations, implementation of the MAF, and coordination based on delivery capacity. He highlighted UNDP's leadership role in providing shared services – including enterprise resource planning, payroll, and procurement – which benefit over 70 United Nations entities, alongside the continued expansion of common back-office services. He confirmed that all UNDP country programme documents are aligned with the UNSDCF, and that dual reporting has been institutionalized, although consistent input from Resident Coordinators remains a challenge. He underscored that, since 2018, UNDP has contributed over \$120 million to the Resident Coordinator system – comprising \$80 million from its core resources under the UNSDG cost-sharing arrangement and an additional \$42 million through the 1 per cent levy – while cautioning that sustaining this level of contribution poses increasing risks in light of declining core resources. Cost-saving measures have included post reductions and relocations from high-cost duty stations. Further updates will be presented in the forthcoming strategic plan and integrated results and resources framework.

46. The UNFPA Deputy Executive Director (Management) emphasized that UN-to-UN transfers represent the largest source of UNFPA's non-core funding. He underlined UNFPA's leadership in joint business operations and participation in all six current common back-office locations, which have generated measurable cost savings. As co-chair of the Business Innovation Group, he called for broader engagement across agencies and trust-based collaboration. He reported that UNFPA had issued MAF guidance, conducted surveys to identify implementation challenges, and incorporated dual reporting into performance appraisal processes. Country programme documents are fully aligned with UNSDCF, and Resident Coordinator confirmation letters are routinely submitted. UNFPA reiterated its strong commitment to the Resident Coordinator system, to timely cost-sharing contributions, and to performance transparency through the use of established reform indicators.

47. The UNOPS Deputy Executive Director (Delivery and Partnerships) outlined the organization's contributions to the efficiency agenda. She highlighted United Nations Web Buy Plus and human resources services as key global shared services provided by UNOPS to other United Nations entities. UNOPS also actively participates in the common back-office initiative, citing its partnership with UNICEF in Pakistan with a view to becoming a lead service provider. On the MAF, she welcomed efforts to streamline guidance and reaffirmed UNOPS support for the Resident Coordinator system and dual reporting, emphasizing the value of mutual feedback between Resident Coordinators and entity representatives. In 2024, UNOPS participated in 94 UNSDCF and supported 13 common country analyses. In addition to the current indicators in the reform checklist, UNOPS is developing a set of results and performance indicators to inform its next Strategic Plan. She emphasized the importance of sharpening system-wide metrics to incentivize performance and enhancing collective communication to demonstrate the impact of reform.

48. The Executive Board adopted decision 2025/8 on the update on implementation efforts on the repositioning of the United Nations development system.

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

49. The Executive Board received an update from the Co-Chair of the Joint Working Group of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, and UN-Women on the governance and oversight functions of the Executive Boards and to examine the recommendations of the JIU report entitled Review of the governance and oversight functions of the Executive Boards of the UNDP, UNFPA, UNOPS, UNICEF and UN-Women ([JIU/REP/2023/7](#)).

50. The Co-Chair of the Joint Working Group provided an update on the progress of the group's work to assess and advance the recommendations of the JIU report. He recalled the group's establishment following the 2024 annual session and expressed appreciation to the 15 Member State representatives for their active engagement and collaborative spirit. The Co-Chair emphasized that the swift adoption of the group's term of reference and working methods – based on inclusivity, structure, and consensus – demonstrated strong commitment to strengthening governance and oversight across the four Boards.

51. The Co-Chair outlined the roadmap guiding the group's work, organized into four phases: (i) mapping and categorizing the JIU recommendations; (ii) identifying areas for early action; (iii) conducting in-depth review of more complex or structural issues; and (iv) preparing thematic clusters with supporting sub-groups to enable focused discussion. He noted that the group had already consulted with the JIU to revisit the recommendations in light of evolving financial and institutional contexts and underscored the importance of building early momentum while recognizing that it was premature to present “quick wins” at this stage. Nonetheless, the group saw value in identifying non-contentious, actionable items to build trust and demonstrate early progress.

52. Looking ahead, the Co-Chair confirmed that the next meeting of the Joint Working Group was scheduled for mid-July, where substantive discussions would begin. While the Terms of Reference anticipated decision points at each Board session, the group agreed that a case-by-case approach to decision-making would ensure relevance and alignment with the group's pace of work. Regular updates will be provided to maintain transparency. The Co-Chair concluded by reaffirming the time-bound nature of the mandate, the group's commitment to an agile and Member State-driven process, and its openness to supporting broader reform efforts through governance insights that may emerge over the course of its work.

53. A group of delegations welcomed the update, commended the collaborative spirit and early achievements of the Joint Working Group, and reiterated their support. They emphasized the importance of streamlining Board operations, strengthening accountability, and maintaining a transparent and results-oriented approach. The group expressed support for the early implementation of feasible recommendations and encouraged continued collaboration with the secretariats of the Executive Boards to support technical assessments – particularly with respect to Recommendation 6 of the JIU report, which related to the role of the Board secretariats. They welcomed the roadmap as a living document, aligned with broader reform efforts across the United Nations development system.

54. The Executive Board took note of the update on the assessment of how the Executive Board executes its governance and oversight functions.

## VIII. Field visits

55. The President of the Executive Board referred to the Executive Board field visit to the Republic of Moldova and Ukraine, which took place in December 2024. He noted that the visit provided Board Members with valuable, first-hand insight into the work of UNDP, UNFPA, UNOPS, and the broader United Nations system presence in both countries.

56. The President recalled that the findings of the field visit were formally presented at the first regular session 2025 and the final report had been made available on the Executive Board website as part of the official session documentation. Accordingly, no further presentation was deemed necessary.

57. The Executive Board took note of the report on the joint field visit to the Republic of Moldova and Ukraine.

## UNDP segment

### Interactive dialogue with the UNDP Administrator

58. The UNDP Administrator delivered his final address to the Executive Board, reflecting on the organization's transformation over two strategic plan cycles and its 60-year history. He expressed his appreciation to the Secretary-General, Deputy Secretary-General, the General Assembly, and the Executive Board for their trust, and acknowledged the leadership of his predecessors and the dedication of UNDP staff and partners.

59. Marking UNDP's 60th anniversary, the Administrator recalled its 1965 founding through the merger of two technical cooperation funds and emphasized that innovation and service remain central to UNDP's identity. He described UNDP as a dynamic, adaptive, integrated development platform – digitally enabled and responsive to emerging challenges.

60. The Administrator highlighted a range of institutional achievements, including the creation of the Accelerator Labs – now the world's largest network for development innovation – supported by Germany and Qatar as core partners; leadership in digital public infrastructure and artificial intelligence; and support to over 60 countries in areas such as energy access, biodiversity protection, and climate resilience. He cited assistance to 96 electoral processes involving 840 million voters and efforts to help mobilize over \$800 billion in Sustainable Development Goals (SDG)-aligned investments.

61. UNDP contributions to global public goods were also emphasized, including the development and support to the Climate Promise, nature-based solutions, and the Kunming-Montreal Global Biodiversity Framework. The Administrator underscored UNDP's role in developing sustainable finance norms, including a new ISO standard, and noted the organization's support to 80+ countries on integrated national financing frameworks and SDG-aligned bonds.

62. On development system reform, the Administrator reaffirmed UNDP's longstanding and strong commitment since the outset of the reform process. He noted that, since 2018, UNDP has contributed over \$120 million in cumulative cost-sharing contributions to the Resident Coordinator system – both from core resources and the 1 per cent coordination levy. He also highlighted UNDP's provision of common services in over 100 countries, its stewardship of corporate digital platforms such as Quantum, and its administration of payroll for more than 50,000 United Nations personnel. Additionally, the Administrator emphasized UNDP's continued role in

hosting and providing core funding to system-wide entities, including the United Nations Volunteers (UNV) programme, the United Nations Capital Development Fund (UNCDF), and the United Nations Office for South-South Cooperation (UNOSSC).

63. The Administrator pointed to institutional performance gains, such as 19 consecutive unqualified audit opinions and consistent top rankings in the Aid Transparency Index. He reported increased programme efficiency, with 92 cents of every dollar now going directly to programming – up from 88 cents – and cited improved implementation of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) as indicators of disciplined, accountable institutional management.

64. Expressing concern over declining core resources, the Administrator cautioned that core funding could fall to below \$450 million by 2026 – less than half the level recorded in the early 2010s. He described this trajectory as unsustainable, warning that it could undermine programme delivery, staffing, institutional resilience, and the integrity of UNDP systems. He urged Member States to consider the long-term implications of continued declines in core funding.

65. Looking forward, the Administrator introduced the draft Strategic Plan, 2026–2029, as a focused and integrated document shaped by consultations with over 11,000 stakeholders. He reaffirmed the centrality of human development, emphasized systemic transformation, and highlighted strengthened risk management. The Plan draws on lessons from the past eight years to deliver results and impact in increasingly complex environments.

66. During the interactive dialogue, delegations expressed appreciation for the leadership of the Administrator and welcomed the cumulative review of the UNDP Strategic Plan, 2022–2025, and the Administrator’s annual report for 2024. Delegations commended UNDP’s performance and its role in the multilateral system during a challenging period.

67. Several delegations and regional groups expressed strong appreciation for the Administrator’s leadership, acknowledging his efforts to reposition UNDP as an agile, forward-looking organization. They highlighted UNDP’s contributions to development finance, innovation, climate action, support to elections and crises, and United Nations development system coherence. The Administrator was commended for efforts to improve organizational transparency, efficiency, and gender equality.

68. A number of delegations stressed the importance of predictable, flexible core resources. They noted the urgent need to reverse declining core funding trends, which could undermine programmatic delivery and continuity. Other delegations and regional groups emphasized the disproportionate impact of these trends on least developed countries, Small Island Developing States (SIDS), and countries in crisis or transition. Delegations reiterated their support for multilateralism and pledged continued collaboration with UNDP in implementing the Pact for the Future and strengthening coherence across the United Nations system.

69. On strategic planning, delegations welcomed the cumulative review and commended UNDP for maintaining focus on results. They urged the organization to maintain its emphasis on national ownership, country-level delivery, and alignment with national priorities. Delegations stressed the need for greater attention to countries in special situations, including middle-income countries, SIDS, and those affected by conflict. There was also strong support for South-South and triangular cooperation.

70. Member States broadly welcomed the draft Strategic Plan, 2026–2029, recognizing its ambition and responsiveness to current and emerging challenges. They emphasized the importance of maintaining a strategic focus on poverty eradication, gender equality, and leaving no one behind, while also underscoring the need for clear prioritization, adaptability in the face of funding constraints, and a well-defined articulation of UNDP’s comparative advantage.

71. Member States emphasized the importance of innovation and digitalization, urging UNDP to deepen investments in digital public infrastructure, data systems, and technological innovations to accelerate the SDGs. Delegations requested more information on how UNDP integrates lessons learned into its programming and welcomed efforts to track performance through robust monitoring frameworks.

72. Delegations acknowledged UNDP’s financial and programmatic contributions to the Resident Coordinator system, including through core resources and the 1 per cent levy. Many reaffirmed the importance of mutual accountability between UNDP and Resident Coordinators and encouraged greater harmonization and joint programming among United Nations entities.

73. Finally, many delegations thanked the Administrator for his service and expressed strong support for a smooth leadership transition. The importance of sustained commitment to UNDP’s mandate and multilateral values was underscored.

74. The UNDP Administrator responded with gratitude for Member States’ trust and engagement throughout his tenure, particularly during two cycles of the UNDP Strategic Plan. On the implementation of the Strategic Plan, 2022–2025, the Administrator confirmed that UNDP remains on track, with substantial progress made across the three directions of change. He noted that the cumulative review was grounded in over 100 performance indicators and reflected broad consultations, including with more than 11,000 stakeholders. He emphasized that the Plan remains relevant and impactful, particularly in fragile and complex settings, and assured delegations that lessons learned are being integrated into the final year of implementation.

75. Regarding core resources, the Administrator reiterated his deep concern over their ongoing declining. He explained that while non-core resources have grown, especially in response to major crises, this has created an imbalance that jeopardizes UNDP’s ability to plan strategically, invest in staffing, and take programmatic risks. He called for urgent attention from Member States to reverse this trend.

76. The Administrator highlighted UNDP’s longstanding support to the Resident Coordinator system since the inception of the delinking process. He noted that while financial contributions have continued, they represent only a fraction of overall resource trends. He reaffirmed UNDP’s institutional commitment to the Resident Coordinators, emphasizing that all UNDP country programme documents are aligned with the United Nations Sustainable Development Cooperation Frameworks. He also underscored UNDP’s leadership in results groups, joint programming, and the delivery of common services in over 100 countries.

77. In response to questions on the Management and Accountability Framework (MAF) and dual reporting, the Administrator reiterated UNDP’s institutional commitment to mutual accountability. He acknowledged the need to strengthen reciprocal feedback mechanisms and emphasized the importance of fostering coherence through shared accountability among United Nations country teams, Resident Representatives and Resident Coordinators.

78. With respect to innovation and digital transformation, the Administrator underscored UNDP’s leadership in digital public infrastructure, artificial intelligence,

and the use of data systems to advance SDG delivery. He welcomed Member States' recognition of these efforts and pledged to deepen innovation work in the upcoming Strategic Plan.

79. Lastly, the Administrator acknowledged Member States' calls for enhanced communication of UNDP's results and impacts. He proposed more citizen-oriented outreach strategies, such as involving parliamentarians in field visits, and underlined the importance of better articulating the value of UNDP's work to domestic audiences in donor countries.

80. In closing, the Administrator thanked the Executive Board for its trust and partnership during his tenure and reaffirmed his enduring belief in the value of multilateralism, particularly in a world marked by uncertainty and fragmentation.

81. The Executive Board adopted decision 2025/13 of the cumulative review of the UNDP Strategic Plan, 2022–2025, and annual report of the Administrator for 2024.

## **IX. UNDP evaluation**

82. The Director of the Independent Evaluation Office (IEO) introduced the annual report on evaluation for 2024 (DP/2025/14) and the evaluation of the UNDP Strategic Plan, 2022–2025 (DP/2025/15). The UNDP Director of the Bureau for Policy and Programme Support (BPPS) delivered the management commentaries on the annual report on evaluation for 2024 and the management response to the evaluation of the UNDP Strategic Plan, 2022–2025 (DP/2025/16).

83. A group of delegations welcomed both reports, commending their contribution to enhancing UNDP's relevance, learning and systemic impact. They highlighted positive developments in decentralized evaluations, regional support, and the shift toward thematic and portfolio-level assessments. Delegations appreciated UNDP's work in areas such as digital public infrastructure in fragile settings, governance, transparency, anti-corruption, and crisis preparedness. However, they voiced concern over a continued gap in gender-transformative results, noting that the cross-cutting nature of gender integration in the Strategic Plan lacked dedicated outputs or recommendations in the evaluation or management response. They called for stronger accountability mechanisms, clearer tools, and institutional support to advance gender equality, alongside more predictable and flexible core resources to ensure long-term, transformative outcomes – especially for least developed and middle-income countries.

84. A delegation aligned with the group statement and expressed strong support for IEO's independent oversight role, particularly its contributions to innovation, risk identification and institutional learning. They emphasized the need to preserve the office's independence, secure adequate resourcing and maintain its direct access to the Executive Board. They welcomed the development of tools such as the Artificial Intelligence for Development Analytics (AIDA) platform and posed three specific questions: (1) how collaboration between IEO and UNDP enhances learning and systems change; (2) how results under the new Strategic Plan will be measured and communicated; and (3) whether AIDA is intended for broader use across the United Nations Evaluation Group.

85. Another delegation viewed the reform of the United Nations development system as a critical opportunity to build a more effective, accountable, and coherent multilateral architecture. They underlined the importance of harmonizing mandates, strengthening the Resident Coordinator system, reducing administrative duplication through shared services, and reinforcing the Executive Boards' dual role in both agency-specific governance and system-wide coherence. They also emphasized

timely data-sharing, coordinated reform efforts, and a continued commitment to multilateralism grounded in the United Nations Charter, international law, and gender equality.

86. In response, the IEO Director noted that UNDP maintains a high uptake rate of evaluation recommendations, reinforcing the organization's culture of responsiveness and transparency. She highlighted the evolving advisory role of IEO, supported by digital innovations such as AIDA platform. She also informed the Executive Board of new methodological guidance under development to measure systems change and strategic impact, in collaboration with the UNDP Bureau for Policy and Programme Support.

87. The UNDP Director of the Bureau for Policy and Programme Support reaffirmed the strong working relationship between IEO and UNDP, emphasizing that the advisory support provided does not compromise the independence of the evaluation function. On gender, he acknowledged the limitations of the current Strategic Plan and noted that the forthcoming Plan includes strengthened approaches to gender equality, with specific outputs and indicators. He also underscored the importance of increased donor support to sustain progress on gender equality.

88. The Executive Board adopted decision 2025/14 on UNDP evaluation, encompassing the annual report on evaluation for 2024 and management commentaries, as well as the evaluation of the UNDP Strategic Plan, 2022–2025 and the related management response.

## **X. United Nations Capital Development Fund**

89. The UNDP Associate Administrator introduced the item, and the Executive Secretary of the United Nations Capital Development Fund (UNCDF) presented the cumulative review of the UNCDF Strategic Framework, 2022–2025, and the 2024 annual report on results ([DP/2025/18](#)).

90. A group of delegations reaffirmed UNCDF's unique and essential role in supporting least developed countries (LDCs) and small island developing States (SIDS). They welcomed the Fund's efforts to catalyse finance and de-risk investment, particularly through joint programming and innovative financing models. Delegations encouraged the development of a clearer strategy in the next Strategic Framework to position UNCDF as a financing enabler – linking grant funding to impact investment, strengthening partnerships, and engaging proactively in the Financing for Development (FfD4) process. They also called for enhanced visibility, transparent reporting, and improved communications, alongside a realistic resource mobilization plan to address financial sustainability concerns. Requests were made for clarification on UNCDF's positioning within the UN80 initiative, as well as continued decentralization to serve LDCs and SIDS more effectively.

91. Several delegations praised UNCDF's alignment with the Doha Programme of Action, its success in catalysing \$780 million through domestic private sector engagement and blended finance, and its contributions to climate adaptation, local infrastructure, public finance, and private sector development. Support was expressed for graduating LDCs, and for scaling efforts to reduce aid dependence via strategic partnerships and capital investments. Delegations highlighted UNCDF's ability to leverage catalytic capital, employ de-risking instruments, and bridge the divide between development and commercial finance.

92. UNCDF was commended for delivering results in key areas such as digital finance, climate resilience, micro-, small, and medium-sized enterprise (MSME) development, renewable energy, and local governance, often in close partnership with

governments and United Nations country teams. Delegations noted its inclusive, context-sensitive approach, especially in reaching women, youth, rural populations, and persons with disabilities. Particular appreciation was expressed for the Local Climate Adaptive Living Facility (LoCAL) as a replicable model for climate adaptation and capacity-building at the local level.

93. Concerns were raised over the UNCDF's limited and unpredictable funding base, with delegations urging diversification of financial instruments – including concessional finance, catalytic capital, and greater donor outreach. They emphasized the importance of stronger results communication, continued governance reforms, and the development of a streamlined, well-prioritized Strategic Framework aligned with the evolving development finance landscape and institutional capacity.

94. Looking forward, delegations highlighted the Fund's potential contribution to FfD4 and the Antigua and Barbuda Agenda for SIDS and reiterated their support for its standalone status as a responsive and catalytic financing mechanism within the United Nations development system.

95. In response, the UNCDF Executive Secretary thanked delegations and reaffirmed the Fund's focus areas for consolidation under the next Strategic Framework – MSME finance, digital finance, and local infrastructure. He underscored UNCDF's role as a lean, capital-focused institution with strong fiduciary standards, and reiterated the need for core resources to sustain its catalytic mandate.

96. The Associate Administrator reaffirmed UNDP's commitment to hosting UNCDF and confirmed that there are no plans to merge the Fund with any other entity. He also noted that discussions regarding UNCDF's relocation remain ongoing, guided by consultation with Member States and clear criteria, with the Executive Board to be kept fully informed on such matters.

97. The Executive Board adopted decision 2025/15 on the cumulative review of the UNCDF Strategic Framework, 2022–2025, and the annual report on results for 2024.

## **XI. United Nations Volunteers**

98. The UNDP Associate Administrator introduced the item, followed by the Executive Coordinator of the United Nations Volunteers (UNV) programme, who presented the 2024 annual report of the Administrator on the United Nations Volunteers (UNV) programme ([DP/2025/19](#)).

99. A group of delegations commended the UNV's contributions to peace, humanitarian assistance and sustainable development, noting the record mobilization of 14,631 volunteers across 169 countries in 2024. They welcomed UNV's support to 59 United Nations entities, including in conflict-affected and post-crisis contexts, and acknowledged its organizational adaptability and ongoing efforts to enhance decentralization, optimization, and efficiency. The importance of duty of care was underscored, particularly given the increasing presence of volunteers in fragile and high-risk settings. Delegations welcomed the designation of 2026 as the International Year of Volunteers for Sustainable Development as an opportunity to elevate the visibility of volunteerism across the United Nations system. Member States were encouraged to contribute to the Special Voluntary Fund (SVF).

100. Delegations affirmed the strategic relevance of UNV, noting its agility, field presence, and alignment with national priorities and UNSDCF's. The increasing share of national volunteers was welcomed, with several delegations underscoring the value of local knowledge, language, and community trust in delivering nationally owned

results. In this context, the contributions of nationals serving abroad were also acknowledged as reinforcing South-South cooperation and solidarity.

101. Delegations recognized the programme's commitment to diversity and inclusion, highlighting the engagement of 273 United Nations Volunteers with disabilities in 2024 – a 41 per cent increase compared to 2023 – serving across 26 United Nations entities. They welcomed the expanded opportunities for women, youth, and older persons. While commending progress, delegations encouraged more rapid deployment, improved matching processes, and greater equity through national and digital modalities. The Online Volunteering platform was acknowledged as an accessible and flexible tool to engage professionals and broaden geographic reach. Delegations proposed enhancements to the platform's technical quality, responsiveness, and user support.

102. The focus on youth engagement was widely praised, with several delegations referencing the alignment of national youth priorities – including in SIDS – with UNV initiatives. They encouraged stronger youth participation and the inclusion of intergenerational equity in the upcoming Strategic Framework. Delegations also emphasized the role of volunteerism in fostering South-South cooperation, regional solidarity, capacity-building and shared learning, encouraging its deeper integration into cooperation frameworks and partnerships.

103. Looking ahead, delegations called for broad and inclusive consultations with Member States in the development of the Strategic Framework, 2026–2029, grounded in lessons learned and responsive to diverse country contexts. They reiterated the importance of strong and sustained support for the Special Voluntary Fund as essential to enabling flexible, demand-driven deployments, particularly in emergency settings and for innovative initiatives.

104. In response, the UNV Executive Coordinator welcomed Member State engagement and affirmed UNV's commitment to adapt and deliver on its mandate. He encouraged national-level actions to commemorate the International Year of Volunteers for Sustainable Development and reiterated the calls for continued support to the Special Voluntary Fund, noting that volunteers represent the human face of the United Nations and embody its founding principles.

105. The UNDP Associate Administrator expressed appreciation for Member State contributions to the Special Voluntary Fund and reaffirmed UNDP's longstanding support to UNV, noting that it has provided approximately \$9 million annually in core contributions over the past decade. He underscored the importance of predictable core funding to sustain operations and ensure continuity.

106. The Executive Board adopted decision 2025/15 on the United Nations Volunteers programme: annual report of the Administrator.

## **XII. Gender Equality at UNDP**

107. The UNDP Associate Administrator introduced the item, followed by the UNDP Director of the Bureau for Policy and Programme Support, who presented the 2024 annual report on the implementation of the UNDP Gender Equality Strategy, 2022–2025 ([DP/2025/13](#)).

108. A group of delegations expressed strong support for the implementation of the Gender Equality Strategy, welcoming the integration of gender across all six signature solutions and the organization's partnerships with civil society and United Nations entities. They praised progress on joint programming, gender-responsive climate action, certification through the Gender Equality Seal, and the application of data

tools such as the Care Georeferencing Tool. Delegations noted that 66 country offices had been certified under the Gender Equality Seal and 89 per cent of stakeholders perceived UNDP's gender work as effective. Delegations posed questions about the scalability of transformative programming and sustainability of climate gains for Indigenous and rural women. Full gender parity within UNDP was welcomed, with calls for continued ambition under the next Strategic Plan.

109. A group of delegations reiterated their strong support for advancing gender equality and women's economic empowerment. They acknowledged progress but noted that Sustainable Development Goal 5 (SDG 5) remained off track, calling for sustained resources and strengthened institutional accountability. Concern was expressed over the potential repositioning of gender equality from a strategic priority to an accelerator in the forthcoming Strategic Plan. These delegations urged full implementation of the current strategy, deeper engagement with women's rights organizations, continued use of institutional tools such as the Gender Equality Seal, and support for gender-responsive policies and care systems. They also emphasized the importance of maintaining clarity and commitment amid global pushback on gender and human rights.

110. One delegation emphasized the importance of using language that reflects biological sex distinctions.

111. Another delegation welcomed UNDP's ongoing commitment to women's rights and supported the inclusion of gender equality as an accelerator in the draft Strategic Plan, 2026–2029. They underscored the development value of integrating women's perspectives and called for clarity on how gender equality and a human rights-based approach would be embedded across the new Plan's strategic objectives. The delegation also emphasized the importance of continued collaboration with UN-Women and UNFPA and asked how system-wide commitments would be reflected in the new results framework and budget. Visible gender equality leadership across all levels of the organization was underscored.

112. In response, the Director of the Bureau for Policy and Programme Support acknowledged concerns regarding constrained resources and noted that the decline in core funding remains a particular concern for UNDP, especially given that commitments to gender equality rely primarily on core resources. He highlighted innovative financing approaches, including the gender funding window as well as the integration of gender expertise into thematic initiatives such as biodiversity finance. He also referenced continued training for Resident Representatives and senior leaders on gender-responsive leadership.

113. The Executive Board took note of the 2024 annual report on the implementation of the UNDP Gender Equality Strategy, 2022–2025.

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

114. The UNDP Associate Administrator presented the item, providing an overview of the new UNDP country programme document for Ethiopia and the proposed extensions of the country programmes for Burkina Faso, South Africa, and South Sudan. The UNDP Director of the Regional Bureau for Africa presented the strategic orientation and key priorities of the Ethiopia country programme document, highlighting its alignment with national development plans and the United Nations Sustainable Development Cooperation Framework.

115. Speaking in his national capacity, the Vice-President of the Executive Board for the African Group and Permanent Representative of Ethiopia to the United Nations

reaffirmed the Government's strong ownership of the new country programme and its full commitment to implementation in partnership with UNDP and other stakeholders.

116. The Executive Board, in accordance with decision 2014/7, approved the UNDP country programme document for Ethiopia ([DP/DCP/ETH/5](#)).

117. The Executive Board also took note of the following country programme extensions: the first six-month extension of the country programme for South Africa; the first one-year extension of the country programme for South Sudan; and approved the fourth one-year extension of the country programme for Burkina Faso ([DP/2025/17](#)).

## **UNFPA segment**

### **Statement by the UNFPA Executive Director**

118. The Executive Director presented the report on progress in implementing the UNFPA Strategic Plan, 2022–2025 – Report of the Executive Director for 2024 ([DP/FPA/2025/4 \(Part I\)](#)), highlighting achievements in 2024 and the evolving operational context. She underscored UNFPA's continued focus on delivering transformative results amid global conflict, inequality, demographic shifts, and climate change. She emphasized gains in family planning, maternal health, and safe delivery, especially in fragile settings, and reaffirmed commitment to the International Conference on Population and Development (ICPD) agenda and the achievement of three transformative results.

119. The Executive Director emphasized the organization's role as a public health and population agency, and a key partner in delivering essential services to women and girls in both development and humanitarian settings. She noted that UNFPA is the only United Nations entity entirely focused – through combined operational and human rights-based approaches – on reproductive health and rights across the life course. She highlighted joint programming and use of common services as essential to the achievement of UNFPA's mandate.

120. The Executive Director highlighted UNFPA's leadership in efforts to end gender-based violence and called on Member States to support the prioritization of gender-based violence and sexual and reproductive health in all crisis contexts, particularly as the humanitarian system undergoes reform.

121. The Executive Director noted that UNFPA had more than doubled its revenue over the past decade. She nevertheless cautioned that persistent shortfalls in core resources continued to pose challenges and appealed for increased and predictable funding. She reaffirmed the organization's continued commitment to accountability, oversight, and programmatic adjustments, as informed by the midterm review of the Strategic Plan.

122. In closing, the Executive Director thanked the Executive Board for its support and acknowledged the dedication of staff delivering under difficult conditions.

123. Delegations expressed appreciation for the leadership of the Executive Director and reaffirmed strong support for UNFPA's work. They commended the organization's role in advancing sexual and reproductive health and rights (SRHR), particularly in fragile contexts. Delegations also welcomed the integration of gender-based violence prevention across the humanitarian-development-peace nexus, efforts to reach marginalized populations, and innovation in digital solutions and data systems. They further welcomed strengthened accountability and called for continued results-based management and enhanced collaboration with national institutions.

124. Delegations welcomed the draft Strategic Plan 2026–2029, including the addition of a new outcome on population dynamics and the consultative process through which it was developed. They emphasized the importance of ensuring that SRHR remains central to UNFPA’s work and called for continued alignment with United Nations country-level results frameworks under the leadership of Resident Coordinators.

125. While acknowledging the organization’s achievements, delegations expressed concern over declining core resources. They urged the protection of flexible funding to sustain long-term planning and support in underserved contexts and encouraged UNFPA to further strengthen its efforts to diversify funding sources.

126. One delegation expressed opposition to UNFPA’s engagement with another Member State, citing concerns about coercive population practices and invoking national legislation as the basis for funding restrictions. The delegation also questioned the allocation of resources to countries with substantial domestic capacity and called for greater transparency and accountability in programming. In exercising its right of reply, the cited Member State firmly rejected the allegations as unfounded, defended its population and development policies, and reaffirmed that its cooperation with UNFPA aligns with the United Nations Sustainable Development Cooperation Framework. The delegation further criticized unilateral funding withdrawals as politically motivated, asserting that such actions undermine multilateralism and negatively impact global humanitarian efforts. Both delegations reiterated the importance of respectful dialogue and cooperation in advancing UNFPA’s mandate.

127. In response, the Executive Director thanked delegations for their support to UNFPA and the Strategic Plan, 2026–2029. She reaffirmed UNFPA’s commitment to achieving transformative results through partnerships, innovation, and accountability. On funding, she underscored the importance of core contributions and the need to safeguard services for those most in need.

128. The Executive Director rejected as unfounded the allegations raised by one Member State regarding UNFPA’s work, noting that such claims had been repeatedly disproven, including by the Member State itself. She emphasized that UNFPA unequivocally opposes all forms of coercive practices, including forced sterilization and coerced abortion, and consistently advocates against such human rights violations. She reaffirmed that supporting UNFPA – the only United Nations agency dedicated to reproductive health and rights – helps reduce the risk of such practices. The Executive Director reiterated UNFPA’s willingness to maintain an open dialogue with the Member State.

129. The Executive Board adopted decision 2025/17 on the progress report on the implementation of the UNFPA Strategic Plan, 2022–2025.

#### **XIV. UNFPA evaluation**

130. The UNFPA Director of the Independent Evaluation Office (IEO) presented the 2024 annual report on the evaluation function ([DP/FPA/2025/5](#)), followed by the presentation of the management response by the UNFPA Deputy Executive Director (Programme) ([DP/FPA/2025/CRP.5](#)).

131. A group of delegations welcomed the report and commended both the IEO and UNFPA management for strong performance, innovative approaches, and effective collaboration. They noted high achievement across key indicators, including full implementation of decentralized evaluations and the highest rate of management action on recommendations in a decade. Delegations encouraged continued investment to meet the 1-1.6 per cent evaluation budget target, stronger support for

decentralized and humanitarian evaluations, and innovation – particularly in the use of responsible artificial intelligence. Emphasizing youth engagement, evidence-based decision-making, and institutional learning, they reaffirmed the importance of a well-resourced, independent evaluation function as central to UNFPA’s effectiveness and reform efforts.

132. A delegation acknowledged the performance of the IEO and UNFPA’s commitment to implementing evaluation recommendations. They stressed the value of evaluations in shaping the draft Strategic Plan, 2026–2029, while expressing concern over evaluation spending falling below the 1 per cent target. The delegation inquired about the implications of this funding gap and the availability of preliminary findings from the evaluation on leaving no one behind, and extended appreciation to the outgoing Director of the IEO.

133. In response, the IEO Director reiterated the importance of maintaining evaluation funding, especially during financial constraints, emphasizing that “investing 1 per cent ensures the other 99 per cent is well-spent”. He cautioned that underfunding limits the IEO’s ability to incorporate project-level evaluations into its quality assurance system. He confirmed that preliminary findings from the leaving no one behind evaluation had already been shared with senior management. He thanked delegations for their recognition of IEO achievements in innovation and youth engagement, citing the co-led Future of Evaluation Summit as a notable example, and emphasized that progress had been enabled by adaptability, close collaboration with management and strong Executive Board support.

134. The UNFPA Deputy Executive Director (Programme) thanked delegations for their engagement, especially on the leaving no one behind evaluation, assuring that findings would be rigorously integrated into the next Strategic Plan. She noted that evaluation spending had reached 0.79 per cent – the highest level to date – doubling since 2015. She reaffirmed continued efforts to strengthen collaboration between the IEO, UNFPA management and Member States in an increasingly complex global and humanitarian landscape.

135. The Executive Board adopted decision 2025/18 on UNFPA evaluation, which included the annual report of the Evaluation Office for 2024 and management commentaries, and reiterated support for the Office’s independence, innovation, and strengthened capacity.

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

136. The UNFPA Deputy Executive Director (Programme) presented the new country programme documents for Ethiopia ([DP/FPA/CPD/ETH/10](#)) and the extension of the country programme for South Africa ([DP/FPA/2025/8](#)). The UNFPA Regional Director for East and Southern Africa provided an overview of the Ethiopia country programme, highlighting its alignment with national priorities and the UNSDCF.

137. Speaking in his national capacity, the Vice-President of the Executive Board for the African Group, the Permanent Representative of Ethiopia to the United Nations, expressed strong support for the new country programme and reaffirmed the Government’s ownership and commitment to its successful implementation.

138. The Executive Board approved the UNFPA country programme document for Ethiopia ([DP/FPA/CPD/ETH/10](#)) and took note of the first six-month extension of the country programme for South Africa ([DP/FPA/2025/8](#)).

## UNOPS segment

### Statement by the UNOPS Executive Director

139. The UNOPS Executive Director presented the progress report on the implementation of the UNOPS restated Strategic Plan, 2022–2025, and outlined key milestones achieved under the Comprehensive Response Plan.

140. He reaffirmed the continued commitment of UNOPS to delivering practical solutions in response to global crises, including conflict, climate change, and humanitarian emergencies. The Executive Director noted that, in 2024, UNOPS implemented more than 1,100 projects across 130 countries, spanning infrastructure, procurement, emergency response and climate resilience. He drew attention to the situation in Gaza, where UNOPS, in collaboration with other entities, has been deploying critical humanitarian assistance. He also highlighted UNOPS contributions in Ukraine, Sudan, Somalia, Ethiopia, and Myanmar, including efforts to strengthen health systems, support reconstruction and promote sustainable livelihoods.

141. The Executive Director further expressed UNOPS' commitment to transparency, accountability, and performance, noting that reform efforts aim not only to address past shortcomings but also to reposition UNOPS as a fit-for-purpose service provider within the United Nations development system.

142. The Executive Director highlighted progress made in leadership stabilization, internal oversight, and management systems, and emphasized the implementation of strengthened integrity and accountability measures. He noted that the Process Innovation and Digitalization (PID) Programme is intended to modernize enterprise systems and enhance data-driven decision-making. He called for sustainable, multi-year funding to support this transformation.

143. Reaffirming alignment with the UNSDCF's and support to United Nations country teams, the Executive Director reiterated UNOPS' commitment to system-wide coherence and emphasized the organization's comparative advantage in infrastructure and procurement. He expressed appreciation for Executive Board oversight, and continued Member State engagement.

144. A delegation welcomed the work of UNOPS in fragile contexts, including Gaza and Ukraine, and paid tribute to the dedication of personnel who lost their lives in the line of duty. The delegation commended the organization's efforts to fulfil its mandate and advance internal reforms, and encouraged the organization to maintain strong ethical standards, transparency, and alignment with the UN80 reform agenda.

145. A group of delegations welcomed the geographic reach of UNOPS, the scale of implementation in 2024 – with a portfolio of over 1,100 projects across 130 countries – and the progress achieved on internal reforms. They called for continued efforts to strengthen results and impact measurement, increase local procurement, diversify financing sources, and deepen engagement across the African continent. Several delegations underscored the importance of internal justice mechanisms, whistleblower protection, and safeguarding the independence of oversight functions. Reference was made to issues identified by the IAIG that require continued attention.

146. Delegations expressed broad support for UNOPS maintaining its focus on its core mandate – project management, procurement, and infrastructure – and cautioned against any perceived expansion into policy or normative functions. They welcomed the third-party review findings and emphasized that the forthcoming Strategic Plan should be informed by lessons learned, align with the General Assembly mandate and the guidance of the quadrennial comprehensive policy review, and reflect a clear focus on complementarity and comparative advantage.

147. Delegations requested further clarity on how the next Strategic Plan would address key priorities, including digital transformation, gender equality, climate action and risk-informed programming. They encouraged inclusive consultations with the Executive Board and underscored the importance of coherence within the United Nations development system.

148. Delegations expressed support for the inclusion of UNOPS in the development cluster of the Secretary-General's UN80 initiative. They emphasized the importance of joint programming, system-wide efficiency, and coordination through the Resident Coordinator system. UNOPS was encouraged to share relevant lessons learned from its reform efforts to inform broader system-wide reforms.

149. In response, the Executive Director reiterated UNOPS' strong commitment to sustained reform and to translating structural improvements into operational results. He highlighted the issuance of the organization's first code of ethics, the strengthening of internal audit and ethics functions, and ongoing efforts to enhance staff redress mechanisms. He reaffirmed that UNOPS remains focused on implementation, rather than normative development policy or development financing functions.

150. The Executive Director also emphasized the organization's support for the Secretary-General's UN80 vision, citing its comparative advantage in local procurement and infrastructure delivery, particularly in fragile contexts. He reaffirmed UNOPS's readiness to deepen system-wide collaboration in support of Member States and United Nations partners, concluding with reaffirmation of UNOPS's accountability to the Executive Board.

151. The Executive Board adopted decision 2025/19 on the progress report on the implementation of the UNOPS restated Strategic Plan, 2022–2025.

## **XVI. Formative Evaluation of the process innovation and digitalization programme**

152. The Director of the UNOPS Internal Audit and Investigations Group (IAIG) presented the formative evaluation of the Process Innovation and Digitalization (PID) Programme, as requested by the Executive Board in decision 2023/22. The evaluation assessed the programme's relevance, design, and early implementation, providing insights to inform its continued development.

153. The UNOPS Chief of Staff delivered the management response, reaffirming UNOPS commitment to implementing the evaluation's recommendations and ensuring the PID Programme remains aligned with reform objectives and organizational priorities.

154. No delegations took the floor in response.

155. The Executive Board adopted decision 2025/20 on the formative evaluation of the Process Innovation and Digitalization Programme.

# **Part three**

## **Second regular session 2025**

**Held at United Nations Headquarters in New York  
from 25 to 28 August 2025**

## 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 Vice-President of the Executive 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 UNSDCFs, 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 Relations 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 Relations 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 Member 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/2025/11](#)). 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.

## **X. 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.

## **XI. 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.

## **XII. 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.

### **XIII. 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.

### **XIV. 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.

## XV. 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

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

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 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 80th 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).

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

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 for Afghanistan, the fourth one-year extension of the country programme for Myanmar; and the second one-year extension of the country programme for Yemen (DP/2025/27).

## XVI. 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 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

<sup>3</sup> Ibid.

<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.

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](#)); 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](#)).

## XVII. 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

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

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.

## Annex I

### Decisions adopted by the Executive Board in 2025

#### Contents

#### First regular session 2025 (27 to 31 January 2025)

<i>Number</i>		<i>Page</i>
2025/1	Reports of UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2023 . . . . .	67
2025/2	Update on the assessment of how the Executive Board executes its governance and oversight functions . . . . .	67
2025/3	UNDP, UNFPA and UNOPS updates on enterprise risk management and critical risks of strategic importance . . . . .	68
2025/4	Joint update on organizational culture . . . . .	69
2025/5	UNDP evaluation . . . . .	70
2025/6	Comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS . . . . .	70
2025/7	Overview of decisions adopted by the Executive Board at its first regular session 2025 . . . . .	72

#### Annual session 2025 (2 to 5 June 2025)

2025/8	Update on implementation efforts on the repositioning of the United Nations development system . .	75
2025/9	Reports of UNDP, UNFPA and UNOPS on internal audit and investigation activities in 2024, and management responses . . . . .	76
2025/10	Reports of the ethics offices of UNDP, UNFPA and UNOPS on activities in 2024, and management responses. . . . .	77
2025/11	Joint update on protection against sexual exploitation and abuse and sexual harassment . . . .	77
2025/12	Addressing racism and racial discrimination . . . . .	78
2025/13	Cumulative review of the UNDP Strategic Plan, 2022–2025, and annual report of the Administrator for 2024 . . . . .	79
2025/14	UNDP evaluation . . . . .	79
2025/15	Cumulative review of the UNCDF Strategic Framework, 2022–2025, and annual report on results for 2024 . . . . .	80
2025/16	United Nations Volunteers programme: annual report of the Administrator . . . . .	80
2025/17	Progress report on the implementation of the UNFPA Strategic Plan, 2022–2025 . . . . .	80
2025/18	Annual report of the UNFPA Evaluation Office 2024, and management commentaries . . . . .	81
2025/19	Progress report on the implementation of the UNOPS restated Strategic Plan, 2022–2025 . . .	81
2025/20	UNOPS formative evaluation of the process innovation and digitalization programme . . . . .	82
2025/21	Overview of decisions adopted by the Executive Board at its annual session 2025 . . . . .	82

---

**Second regular session 2025  
(25 to 28 August 2025)**

2025/22	Update on the assessment of how the Executive Board executes its governance and oversight functions. . . . .	85
2025/23	UNDP Strategic Plan, 2026–2029. . . . .	85
2025/24	UNDP integrated resources plan and integrated budget estimates, 2026–2029 . . . . .	86
2025/25	Structured dialogue on financing the results of the UNDP Strategic Plan, 2022–2025 . . . . .	87
2025/26	Revised UNDP evaluation policy . . . . .	87
2025/27	UNFPA Strategic Plan, 2026–2029. . . . .	88
2025/28	UNFPA integrated budget, 2026–2029. . . . .	88
2025/29	Report on the UNFPA structured funding dialogue, 2024–2025 . . . . .	89
2025/30	UNOPS Strategic Plan, 2026–2029 . . . . .	90
2025/31	UNOPS budget estimates for the biennium 2026–2027 and annual statistical report on the procurement activities of United Nations system organizations, 2024 . . . . .	90
2025/32	Third-party review of the comprehensive response plan and the associated management response . . . . .	91
2025/33	Process innovation and digitalization programme and funding . . . . .	92
2025/34	Overview of decisions adopted by the Executive Board at its second regular session 2025 . . .	92

2025/1

## **Reports of UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2023**

### *The Executive Board*

1. *Notes* the unqualified audit opinions on UNDP, the United Nations Capital Development Fund (UNCDF), UNFPA and UNOPS issued by the United Nations Board of Auditors for 2023;
2. *Acknowledges* the progress made and supports the ongoing efforts of UNDP, UNCDF, UNFPA and UNOPS to implement the recommendations of the Board of Auditors;
3. *Notes* the progress made by UNDP, UNCDF, UNFPA and UNOPS in closing open audit recommendations;
4. *Calls on* UNDP, UNCDF, UNFPA and UNOPS to take into consideration relevant recommendations of the Board of Auditors in their strategic planning for 2026–2029;
5. *Recalls* its decision 2024/1 and encourages UNDP, UNCDF, UNFPA, and UNOPS to include a statement of internal controls in their financial reports;
6. *Requests* that, in future informal consultations on the reports of the Board of Auditors, a representative from the Board of Auditors be present and available for questions from the Executive Board;

### *With regard to UNDP:*

7. *Requests* UNDP to ensure that recommendations regarding improvements in (a) readability and comparability in budget and financial reporting, including consistency in annual and four-year budgets; and (b) the management and monitoring of its field presence inform the preparations for the strategic plan period 2026–2029;

### *With regard to UNFPA:*

8. *Requests* UNFPA to (a) strengthen its Humanitarian Response Division and enhance implementation of the humanitarian supply strategy, fast-track procedures for risk mitigation and emergency preparedness; and (b) continue to strengthen supply chain management and Quantum implementation, in line with the recommendations;

### *With regard to UNOPS:*

9. *Notes with concern* the findings in the 2023 Board of Auditors report ([A/79/5/Add.11](#)) regarding financial derivative transactions, specifically that UNOPS had not acted according to its hedging strategy, took unnecessary risks in their investments, and had not put in place an adequate system of internal control;
10. *Urges* UNOPS to promptly address these findings, and requests UNOPS to provide an update on the implementation efforts at the second regular session 2025;
11. *Requests* UNOPS to continuously ensure prudent application of procurement policies and procedures and to ensure adequate training of personnel involved in procurement activities at all levels.

31 January 2025

2025/2

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

### *The Executive Board*

1. *Notes* the consultative process undertaken to establish a working group and develop the terms of reference for the operationalization of the working group on the Joint Inspection Unit report on the “Review of governance and oversight 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)” ([JIU/REP/2023/7](#)), and adopts the terms of reference;
2. *Acknowledges* the process undertaken by the Bureau, in coordination with the bureaux of the Executive Boards of UNICEF and UN-Women, to identify members of the working group, and welcomes their subsequent nomination, in accordance with decision 2024/12, paragraph 16;
3. *Recalls* decision 2024/12, paragraph 8, to include an item for decision on the progress of the consideration of the Joint Inspection Unit report on the agendas of every formal session, until decided otherwise, and reiterates its request to the working group to provide regular updates to the participating Boards, as necessary.

31 January 2025

### 2025/3

#### **UNDP, UNFPA and UNOPS updates on enterprise risk management and critical risks of strategic importance**

##### *The Executive Board*

1. *Welcomes* the updates provided by UNDP, UNFPA and UNOPS on enterprise risk management and critical risks of strategic importance to support the role of the Board as part of the oversight and accountability system for the agencies;
2. *Encourages* the organizations to align the structure, content and scope of the individual reports to increase transparency and comparability;
3. *Underlines* that risk management is a tool to support delivery of the agencies’ mandates and strategic plans and requests the agencies to include a systematic and organization-wide approach to risk management as an integrated part of the planning process in the development of the new strategic plans;
4. *Acknowledges* the complex operating contexts for the agencies and emphasizes the need to regularly review their risk profiles;
5. *Requests* that each organization, as part of the recurring joint agenda item on risk management, include in its report information on:
  - (a) Systems in place to identify and manage risks;
  - (b) Identification and assessment of principal risks facing the organization;
  - (c) Measures taken to manage or mitigate these risks, at all levels;
  - (d) Risk appetite, including the contextual factors by which the organization would consider accepting higher risk; and
  - (e) Actions taken to ensure compliance (systematic implementation of risk policies and practices) is embedded through the organization and encouraged in implementing partners;
6. *Requests* that UNDP and UNOPS each present a self-assessment of the enterprise risk maturity structured around key dimensions of the High-level Committee on Management reference maturity model at the first regular session in 2026;

7. *Emphasizes* that internal factors such as, organizational culture, should be part of any risk assessment by the agencies;
8. *Welcomes* the focus of agencies on managing fraud to attain their objectives and fulfil their mandates;
9. *Also welcomes* the focus of the agencies on sexual exploitation and abuse and sexual harassment risks to fulfil their internal and external duty of care;
10. *Expects* communication and consultation about risks at any time if they exceed the agencies' risk appetite and ability to manage those risks;
11. *Emphasizes* the importance of regularly updating the enterprise risk management documents to ensure they remain effective tools for risk management;
12. *Invites* the United Nations Office for Internal Oversight Services (OIOS) to engage, in accordance with its mandate and policies, with the Executive Board on matters relevant to the Board's mandate, as appropriate, in a format consistent with OIOS confidentiality.

31 January 2025

## 2025/4

### Joint update on organizational culture

#### *The Executive Board*

1. *Welcomes* the updates provided by UNDP, UNFPA and UNOPS on their work in strengthening their organizational cultures, with a shared focus on fostering a safe, value-driven environment that allows equal opportunities for all;
2. *Underlines* that organizational culture impacts effective and efficient delivery of the strategic plans, internal accountability, risk management, and protection from sexual exploitation and abuse and sexual harassment;
3. *Encourages* UNDP, UNFPA and UNOPS to continue strengthening organizational culture, in line with the quadrennial comprehensive policy review, relevant policies and Board decisions, and to promote equal opportunities for all, particularly by enhancing actions to prevent and respond to all forms of discrimination and exploitation, including sexual exploitation and abuse, violence and sexual harassment;
4. *Takes note* of the ongoing implementation of multiple actions by UNDP, UNFPA and UNOPS across critical aspects of the internal workplace environment, such as leadership, accountability, employee engagement and experiences, learning and development;
5. *Invites* entities to develop results frameworks and targets, in line with paragraph 20 of the 2024 quadrennial comprehensive policy review, in relation to organizational culture issues;
6. *Requests* UNDP, UNFPA and UNOPS to assess and report on, at first regular sessions, the impact of the work of the agencies on organizational culture, including: (a) results achieved, (b) key findings of organization-wide surveys, (c) progress on treating all personnel with dignity and respect and eliminating all forms of discrimination, and (d) successes and remaining challenges;
7. *Encourages* UNDP, UNFPA and UNOPS to include in future updates more disaggregated data on personnel's perception of organizational culture and an analysis thereof;

8. *Urges* UNDP, UNFPA and UNOPS to continue to strengthen people management skills of all personnel in supervisory and management roles;
9. *Encourages* UNDP, UNFPA and UNOPS to consider good practices of other United Nations agencies in relation to preventing all forms of harassment and abuse of authority and adopt these, where relevant.

31 January 2025

## 2025/5

### UNDP evaluation

#### *The Executive Board*

1. *Takes note* of the independent review of the UNDP evaluation policy, the response from the Independent Evaluation Office ([DP/2025/6](#)), and the management response by UNDP ([DP/2025/7](#)), as well as the planned actions to address the issues identified through the review;
2. *Takes note* of the overall positive feedback and validity of the current UNDP evaluation policy with respect to safeguarding the independence and integrity of the evaluation function;
3. *Requests* the Independent Evaluation Office, in consultation with UNDP management, to present a revised evaluation policy for consideration and approval by the Executive Board at the second regular session 2025;
4. *Encourages* additional efforts to improve decentralized evaluations.

31 January 2025

## 2025/6

### Comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS

#### *The Executive Board*

1. *Takes note* of the UNOPS report on the implementation of the comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS ([DP/OPS/2025/2](#));
2. *Recalls* its decision 2024/28 to commission a comprehensive progress review of all elements of the comprehensive response plan;
3. *Recalls* its decision 2023/4 to approve the allocation of \$35.4 million from the operational reserves towards the implementation of the comprehensive response plan, to be distributed to UNOPS in tranches;
4. *Reiterates* its decision 2023/4, paragraph 19, and 2023/22, paragraph 15, to release tranches contingent upon demonstrated progress in implementing the comprehensive response plan and the provision of information on how the previous tranche was utilized;
5. *Acknowledges* the information note from UNOPS, as sent to the Executive Board on 30 January 2025, and decides to release the third and final tranche of \$11.8 million, in accordance with decision 2023/22, and requests UNOPS to provide information on how the second tranche was utilized by 31 March 2025, and to report on the utilization of the final tranche at the annual session 2026;
6. *Recalls* its decisions 2022/21, paragraph 3, 2022/24, paragraphs 8 and 9, 2023/4, paragraph 13, 2024/4, paragraphs 20 and 21, and 2024/22, paragraph 5, on the importance of pursuing full accountability for the failures, reported irregularities and

misconduct related to the sustainable investments in infrastructure and innovation initiative, including of previous senior UNOPS leadership;

7. *Requests* the Bureau to transmit a request of the Executive Board to the Office of Internal Oversight Services to assess the possibility of an investigation into the former Executive Director of UNOPS;

*With regard to the sustainable investments in infrastructure and innovation initiative funds recovery process:*

8. *Recalls* its decision 2023/4 and takes note of the update by UNOPS regarding the ongoing work to recover funds related to the sustainable investments in infrastructure and innovation initiative;

9. *Notes* that the fund recovery process will extend beyond 2024 and that additional resources are required;

10. *Recalls* its decision 2022/13 and requests UNOPS to continue to take all necessary steps to recover funds related to the sustainable investments in infrastructure and innovation initiative;

11. *Approves* the allocation of up to \$9.2 million from UNOPS operational reserves for expenses associated with these recovery efforts, through 31 December 2027, and requests UNOPS, in cooperation with the Office of Legal Affairs, to provide an update at each annual session until the recovery process is closed, on the progress of funds recovery efforts, including the amount of funds recovered and the amount of funds cumulatively expended;

*With regard to the excess reserves:*

12. *Recalls* its decision 2024/28 (paragraphs 16 to 23) with regard to the approximate amount remaining of undisbursed funds and their alternative use;

13. *Takes note* of the update on the distribution of excess reserves accumulated as of 31 December 2021, in relation to the transfer of remaining excess reserves to the Joint Sustainable Development Goals Fund and the special purpose trust fund for the resident coordinator system (paragraph 22 of decision 2024/28);

14. *Recalls* its decision to resolve the issue of undisbursed excess reserves allocated to two paying entities at its first regular session 2025;

15. *Decides* to transfer the undisbursed excess reserves allocated to these two paying entities in support of the relevant United Nations Sustainable Cooperation Frameworks, in consultation with the Development Coordination Office;

16. *Takes note* of the conference room paper on the revised calculation methodology for liquid excess reserves (DP/OPS/2025/CRP.1);

17. *Notes* that there were no liquid excess reserves as of 31 December 2023;

18. *Endorses* the proposal for a revised calculation methodology and disclosures for liquid excess reserves, to be presented, as a pilot, in an annex to the 2024 financial statements, to ensure that there is no accumulation of such reserves, noting the recommendation of the Board of Auditors to that effect (A/79/5/Add.11, paragraph 64);

19. *Decides* to revisit the revised methodology for endorsement after receiving an assessment by the Board of Auditors and UNOPS following its piloted application;

*With regard to the review and reform of the whistleblower process:*

20. *Takes note* of the completion of the review and reform of the whistleblower process as requested by Executive Board decision 2022/24;

21. *Encourages* UNOPS to fully and swiftly implement the overhauled whistleblower and speak-up mechanism and focus on awareness raising for optimal uptake throughout the organization;

22. *Requests* UNOPS management and independent offices to provide updates on the uptake, awareness, functioning and use of these mechanisms through regular reporting;

23. *Further requests* UNOPS to ensure the implementation of robust measures that provide effective protection against retaliation;

*With regard to the process innovation and digitalization programme:*

24. *Takes note* of the report on implementation of the process innovation and digitalization programme ([DP/OPS/2025/3](#));

25. *Recalls* decision 2024/28, paragraph 11, and expects UNOPS to ensure adequate oversight of the process innovation and digitalization programme implementation and prudent utilization of associated budgets.

31 January 2025

**2025/7**

**Overview of decisions adopted by the Executive Board at its first regular session 2025**

*The Executive Board*

*Recalls* that during its first regular session 2025, it:

**Item 1**

**Organizational matters**

Elected on 10 January 2025 the following members of the Bureau for 2025:

President: H.E. Mr. Andrés Montalvo Sosa (Ecuador)

Vice-President: H.E. Mr. Tesfaye Yilma Sabo (Ethiopia)

Vice-President: H.E. Mr. Cornel Feruță (Romania)

Vice-President: H.E. Mr. Jonibek Ismoil Hikmat (Tajikistan)

Vice-President: H.E. Mr. Karl Lagatie (Belgium)

Adopted the agenda ([DP/2025/L.1](#)) and approved the workplan for its first regular session 2025;

Adopted the report of the second regular session 2024 ([DP/2025/1](#));

Adopted the annual workplan of the Executive Board for 2025 ([DP/2025/CRP.1](#));

Adopted the tentative workplan for the annual session 2025;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2025:

Annual session: 2 to 5 June 2025

Second regular session: 25 to 29 August 2025.

## **Joint segment**

### **Item 2**

#### **Recommendations of the Board of Auditors**

Adopted decision 2025/1 on the reports of UNDP ([DP/2025/3](#)), UNCDF ([DP/2025/4](#)), UNFPA ([DP/FPA/2025/2](#)) and UNOPS ([DP/OPS/2025/1](#)) on the implementation of the recommendations of the Board of Auditors for 2023.

### **Item 3**

#### **Follow-up to the UNAIDS Programme Coordinating Board meeting**

Took note of the joint UNDP/UNFPA report on the implementation of decisions and recommendations of the UNAIDS Programme Coordinating Board (DP-FPA/2025/1).

### **Item 4**

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

Adopted decision 2025/2 on the update on the assessment of how the Executive Board executes its governance and oversight functions.

### **Item 5**

#### **Risk management**

Adopted decision 2025/3 on the UNDP, UNFPA and UNOPS updates on enterprise risk management and critical risks of strategic importance.

### **Item 6**

#### **Organizational culture**

Adopted decision 2025/4 on the joint update on organizational culture and took note of the address by the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council as well as the annual report of the Office of the Ombudsman for the United Nations funds and programmes.

### **Item 7**

#### **Addressing racism and racial discrimination**

Took note of the UNDP, UNFPA and UNOPS updates on addressing racism and racial discrimination.

### **Item 8**

#### **Field visits**

Took note of the report on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and the World Food Programme (WFP) to Cambodia (DP/FPA/OPS-ICEF-UNW-WFP/2025/CRP.1); and took note of the presentation on the field visit of the Executive Board of UNDP, UNFPA and UNOPS to the Republic of Moldova and Ukraine.

## **UNDP segment**

### **Item 9**

#### **Human Development Report**

Took note of an update by the secretariat on consultations on the Human Development Report.

**Item 10**  
**UNDP country programmes and related matters**

Approved, in accordance with decision 2014/7, the following UNDP country programme documents:

Bahrain ([DP/DCP/BHR/4](#));  
Colombia ([DP/DCP/COL/4](#));  
Iraq ([DP/DCP/IRQ/4](#));  
Paraguay ([DP/DCP/PRY/4](#)); and  
Rwanda ([DP/DCP/RWA/4](#)).

Took note of the first one-year extensions of the country programmes for Guatemala, Kuwait, and Mali as approved by the UNDP Administrator and approved the fourth one-year extension of the country programme for the Republic of Sudan ([DP/2025/5](#)).

**Item 11**  
**UNDP evaluation**

Adopted decision 2025/5 on UNDP evaluation, which included the independent review of the UNDP evaluation policy and the Independent Evaluation Office response ([DP/2025/6](#)) and the management response ([DP/2025/7](#)).

**UNFPA segment**

**Item 12**  
**UNFPA evaluation**

Took note of the formative evaluation of the UNFPA Strategic Plan, 2022–2025 ([DP/FPA/2025/1](#)).

**Item 13**  
**Country programmes and related matters**

Approved, in accordance with decision 2014/7, the following UNFPA country programme documents:

Colombia ([DP/FPA/CPD/COL/8](#));  
Iraq ([DP/FPA/CPD/IRQ/4](#));  
Paraguay ([DP/FPA/CPD/PAR/9](#)); and  
Rwanda ([DP/FPA/CPD/RWA/9](#)).

Took note of the first one-year extension of the country programme for Mali, as approved by the UNFPA Executive Director, and approved the fourth one-year extension of the country programme for Sudan ([DP/FPA/2025/4](#)).

## UNOPS segment

### Item 14

#### **Comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS**

Adopted decision 2025/6 on the comprehensive response plan in response to the recommendations of the two independent third-party reviews of UNOPS (DP/OPS/2025/2).

### Item 15

#### **Report on implementation of the process innovation and digitalization programme**

Took note of the report on implementation of the process innovation and digitalization programme. (DP/OPS/2025/3).

31 January 2025

## 2025/8

### **Update on implementation efforts on the repositioning of the United Nations development system**

#### *The Executive Board*

1. *Welcomes* the updates provided by UNDP, UNFPA and UNOPS on the implementation of General Assembly resolution 72/279 and related mandates concerning the repositioning of the United Nations development system, in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and encourages further inter-agency harmonization of the updates, particularly on results achieved;
2. *Welcomes* the progress made by UNDP, UNFPA and UNOPS in implementing the United Nations development system checklist, submitted with their respective updates, and requests that remaining areas of uneven progress be addressed;
3. *Recalls* decision 2024/8 and reaffirms its strong commitment to the United Nations development system reform;
4. *Requests* UNDP, UNFPA and UNOPS to contribute to and cooperate with the United Nations country team configuration exercises, including in the implementation of their outcomes, to ensure that their presence at the country level is tailored to meet the specific challenges, priorities and needs of programme countries;
5. *Requests* UNDP, UNFPA and UNOPS to intensify their efforts to contribute to system-wide and inter-agency efficiencies, including by expanding the use of global shared services, common back offices and common premises, prioritizing the most cost-effective and resource-efficient efforts;
6. *Reiterates* its expectation that UNDP, UNFPA and UNOPS pay their full cost-sharing contributions in support of the resident coordinator system;
7. *Recalls* decisions 2022/14 and 2024/08, and requests UNDP, UNFPA and UNOPS to take further steps to ensure that UNDP and UNFPA country programme documents, and UNOPS country activities, are derived from the cooperation frameworks, including: (a) sharing with the Board the resident coordinator's confirmation of alignment of the country programme documents; and (b) informing the resident coordinator in a timely manner of new programmes and financial agreements signed to implement the country programme document or country activity, in line with the management and accountability framework;

8. *Requests* UNDP and UNFPA to scale up joint programming and relevant targets in their 2026–2029 strategic plans and at the country level, in line with their respective mandates and the implementation of the quadrennial comprehensive policy review;

9. *Requests* UNDP, UNFPA and UNOPS to adhere to all elements of the management and accountability framework and to constructively engage in its review.

5 June 2025

## 2025/9

### **Reports of UNDP, UNFPA and UNOPS on internal audit and investigation activities in 2024, and management responses**

#### *The Executive Board*

1. *Takes note* of the reports of the respective audit offices of UNDP, UNFPA and UNOPS (DP/2025/10; DP/FPA/2025/6; DP/OPS/2025/4), harmonized with those of other funds and programmes in accordance with Executive Board decision 2020/10, as well as the respective management responses;

2. *Also takes note* of the reports of the UNDP Audit and Evaluation Advisory Committee, the UNFPA Oversight Advisory Committee and the UNOPS Audit Advisory Committee, and the respective management responses;

3. *Expresses* its continuing support for the internal audit and investigation functions of UNDP, UNFPA and UNOPS, and reiterates the importance of their full independence, adequate resourcing and staffing, and direct access to the Executive Board;

4. *Takes note* of the progress made in implementing recommendations, and encourages UNDP, UNCDF, UNFPA and UNOPS to ensure full and timely implementation of all audit recommendations;

#### *With regard to UNDP:*

5. *Takes note* of the opinion of the audit and investigation functions on the adequacy and effectiveness of the governance, risk management and internal control framework of UNDP;

#### *With regard to UNFPA:*

6. *Takes note* of the opinion of the Office of Audit and Investigation Services (OAIS) on the adequacy and effectiveness of the governance, risk management and internal control framework of UNFPA;

7. *Expresses* its support for OAIS in strengthening its functions in discharging its mandate, and for the proposed way forward to enhance its performance and effectiveness toward the achievement of its purpose;

#### *With regard to UNOPS:*

8. *Takes note* of the opinion of the Internal Audit and Investigations Group (IAIG) on the adequacy and effectiveness of the governance, risk management and internal control framework of UNOPS;

9. *Calls on* UNOPS to explore ways to further refine and improve internal justice mechanisms to enhance a culture of accountability;

10. *Notes with appreciation* and supports the contributions of IAIG to building a culture of accountability and trust within UNOPS.

5 June 2025

2025/10

**Reports of the ethics offices of UNDP, UNFPA and UNOPS on activities in 2024, and management responses***The Executive Board*

1. *Takes note* of the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2025/11, DP/FPA/2025/7 and DP/OPS/2025/5), as well as the respective management responses;
2. *Welcomes* the continued progress made by the ethics offices of UNDP, UNFPA and UNOPS in promoting and strengthening the ethical culture within their respective organizations;
3. *Expresses* its continuing support for the ethics functions of UNDP, UNFPA and UNOPS, and reiterates the importance of their full independence, adequate resourcing and staffing, and direct access to the Executive Board;

*With regard to UNOPS:*

4. *Recalls* 2025/6, paragraphs 20–23, and encourages the UNOPS Ethics Office, in cooperation with independent offices and management, to continue refining its overhauled whistle-blower and speak-up mechanisms, based on good practices and implementation experiences.

5 June 2025

2025/11

**Joint update on protection against sexual exploitation and abuse and sexual harassment***The Executive Board*

1. *Takes note* of the updates provided by UNDP, UNFPA and UNOPS on actions to prevent and respond to sexual exploitation and abuse and sexual harassment;
2. *Urges* UNDP, UNFPA and UNOPS to continue their efforts to implement the Secretary-General's zero-tolerance policy on sexual exploitation and abuse and sexual harassment;
3. *Requests* UNDP, UNFPA and UNOPS, with firm commitment and support from leadership, to continue strengthening efforts to ensure a victim/survivor-centred, system-wide and coherent approach to the prevention of, and response to, sexual exploitation and abuse and sexual harassment;
4. *Requests* UNDP, UNFPA and UNOPS to continue to increase the effectiveness and efficiency of prevention, protection and response efforts through inter-agency and system-wide collaboration, including through conducting joint assessments and capacity-building of implementing partners and joint community engagement;
5. *Welcomes* the uniform approach to reporting, including a collective synthesis, and requests future updates to the Executive Board focus further on the results and impact of measures taken and systems established;
6. *Encourages* UNDP, UNFPA and UNOPS management to ensure dedicated, adequate and sustainable staffing, expertise and funding to prevent and respond to sexual exploitation and abuse and sexual harassment;
7. *Recalls* decisions 2023/9 and 2024/11 on the Misconduct Disclosure Scheme; welcomes the steps taken by UNDP, UNFPA and UNOPS to implement or pilot the scheme; and requests that they continue reporting on results and lessons learned within existing reporting, and contribute to ongoing efforts by the United Nations

Secretariat to explore whether the Misconduct Disclosure Scheme and the United Nations ClearCheck database can serve as complements to each other.

5 June 2025

**2025/12**

**Addressing racism and racial discrimination**

*The Executive Board*

1. *Takes note* of the joint updates provided by UNDP, UNFPA and UNOPS on efforts to address racism and racial discrimination within their respective organizations;
2. *Requests* UNDP, UNFPA and UNOPS to continue taking concrete efforts in this regard, including at country level;
3. *Notes* the efforts by UNDP, UNFPA and UNOPS to implement the entity-specific and system-wide recommendations of the Joint Inspection Unit (JIU) on eliminating racism and racial discrimination, outlined in the JIU note ([JIU/NOTE/2022/1/Rev.1](#)), and requests the three organizations to continue implementation of the JIU recommendations, in line with Executive Board decision 2024/10, paragraphs 13 and 14, including through enhanced cooperation through formal inter-agency coordination;
4. *Requests* UNDP, UNFPA and UNOPS to take measures to prevent all forms of racial discrimination in recruitment, retention and leadership development; and to further explore initiatives, such as partnerships with regional institutions, internship, fellowship and young professionals programmes;
5. *Requests* UNDP, UNFPA and UNOPS to ensure as wide a geographical basis of staff and personnel as possible at all levels, including in management and leadership positions;
6. *Calls on* UNDP, UNFPA, UNOPS to ensure the provision of dedicated resources to address racism and racial discrimination, in line with recommendation 3 of [JIU/NOTE/2022/1/Rev.1](#);
7. *Requests* UNDP, UNFPA and UNOPS to inform the Executive Board of the measures taken to ensure that actions to address racism and racial discrimination are duly considered in their respective approaches when implementing the JIU recommendations, in particular UNOPS;
8. *Urges* UNDP, UNFPA and UNOPS, in line with JIU recommendation 5, to collaborate with the High-level Committee on Management (HLCM) of the United Nations System Chief Executive Board for Coordination (CEB) to establish a system-wide accountability framework, with harmonized results, outcomes and key performance indicators for addressing racism and racial discrimination, to enable the integration of this work into regular human resources systems and reporting;
9. *Decides* to include an agenda item on addressing racism and racial discrimination, for consideration as a decision, at the first regular session 2026; and requests UNDP, UNFPA and UNOPS to submit a separate report detailing all their actions taken in this regard, to ensure the issue receives sufficient visibility, including on metrics to measure progress.

5 June 2025

**2025/13****Cumulative review of the UNDP Strategic Plan, 2022–2025, and annual report of the Administrator for 2024***The Executive Board*

1. *Takes note* of the cumulative review of the UNDP Strategic Plan, 2022–2025, including the annual report of the Administrator for 2024 (DP/2025/12) and its annexes; the report of UNDP on the recommendations of the Joint Inspection Unit in 2024 (DP/2025/12/Add.1), and the statistical annex (DP/2025/12/Add.2);
2. *Takes note* with appreciation of the progress made by UNDP toward the outcome areas of the Strategic Plan, 2022–2025, during the penultimate year of its implementation;
3. *Requests* that UNDP include in future annual reports a section addressing challenges experienced in the implementation of the Strategic Plan, including underperforming areas of the integrated results and resources framework (IRRF), and to outline the measures UNDP will take in the following year to improve performance.

5 June 2025

**2025/14****UNDP evaluation***The Executive Board**With regard to the annual report on evaluation (DP/2025/14):*

1. *Takes note* of the annual report on evaluation and the accompanying management commentaries; and welcomes the analysis provided on key findings and lessons learned from evaluations conducted in 2024;
2. *Recognizes* the improvements in the quality of decentralized evaluations;
3. *Requests* UNDP management to take appropriate action to address the issues identified in the report;
4. *Expresses* its continuing support for the evaluation function; and reiterates the importance of its full independence, adequate resourcing and staffing, and direct access to the Executive Board;
5. *Welcomes* the priority given to ensuring that evidence from evaluations, including impact evaluations, is used at all levels of the organization, including the country level, to inform and strengthen programming, with the aim of delivering more robust and impactful results;

*With regard to the Evaluation of the UNDP Strategic Plan, 2022–2025:*

6. *Takes note* of the Evaluation of the UNDP Strategic Plan, 2022–2025;
7. *Requests* UNDP management to act on all the recommendations and to integrate them into the Strategic Plan, 2026–2029 and the integrated results and resources framework (IRRF), with the necessary capacity and resources, to take appropriate actions in areas identified in the evaluation as insufficiently or inconsistently implemented, resourced or supported, in support of the delivery of the UNDP country programmes and the UNDP Strategic Plan.

5 June 2025

**2025/15****Cumulative review of the UNCDF Strategic Framework, 2022–2025, and annual report on results for 2024***The Executive Board*

1. *Takes note* of the Cumulative review of the UNCDF Strategic Framework, 2022–2025, and the annual report on results achieved in 2024 ([DP/2025/18](#));
2. *Commends* the progress made by UNCDF in 2024, including through its organizational restructuring to align more closely with its original mandate, as set out in General Assembly resolution [2186 \(1966\)](#) and [3122 \(1973\)](#);
3. *Encourages* UNCDF to continue strengthening its role as a financing enabler and de-risker for the United Nations Development system, with a view to unlocking greater resources to support the achievement of the Sustainable Development Goals in countries in special situations, particularly least developed countries;
4. *Expresses* concern about the current low level of regular (core) resources to UNCDF, and notes the importance of regular resources to the implementation of the Strategic Framework, 2022–2025, and to the provision of required levels of oversight ([DP/2023/12](#)).

5 June 2025

**2025/16****United Nations Volunteers programme: annual report of the Administrator***The Executive Board*

1. *Acknowledges* the significant achievements of the United Nations Volunteers (UNV) in 2024, including its contributions to the Sustainable Development Goals and effective response to emergencies;
2. *Takes note* of the progress made by UNV in enhancing agility and achieving efficiency gains, and encourages UNV to continue streamlining its business processes and adapting its field presence to meet the evolving needs of United Nations country teams;
3. *Commends* all United Nations Volunteers for their exemplary service to the United Nations and their contributions to peace, development and human rights around the world.

5 June 2025

**2025/17****Progress report on the implementation of the UNFPA Strategic Plan, 2022–2025***The Executive Board*

1. *Takes note of* the report of the Executive Director on progress in the implementation of the UNFPA Strategic Plan, 2022–2025 ([DP/FPA/2025/4 \(Part I\)](#)), and its annexes; the statistical and financial review, 2024 ([DP/FPA/2025/4 \(Part I/Add.1\)](#)); and the report of UNFPA on the recommendations of the Joint Inspection Unit in 2024 ([DP/FPA/2025/4 \(Part II\)](#));
2. *Notes* the progress made by UNFPA in achieving the results of its Strategic Plan, 2022–2025, during the penultimate year of its implementation.

5 June 2025

**2025/18**  
**Annual report of the UNFPA Evaluation Office 2024 and management commentaries**

*The Executive Board*

1. *Takes note* of the annual report on the evaluation function, including the programme of work and budget of the Independent Evaluation Office for 2025, as well as the related management commentaries;
2. *Welcomes* the progress and achievements of the evaluation function, including its continued adaptability and responsiveness to local contexts and new and emerging global challenges;
3. *Takes note of* the contributions of UNFPA to United Nations inter-agency and system-wide evaluation efforts, as well as to fostering national evaluation capacity development;
4. *Encourages* the Independent Evaluation Office to continue investing in innovative practices, including the responsible use of artificial intelligence;
5. *Calls on* the Independent Evaluation Office to maintain the same level of performance in its new configuration and location in Nairobi;
6. *Encourages* UNFPA to continue strengthening the capacity of the decentralized evaluation function and humanitarian evaluations;
7. *Expresses* its continuing support for the evaluation function and reiterates the importance of its full independence, adequate resourcing (in line with the key performance indicator on financial resources), staffing, and direct access to the Executive Board.

5 June 2025

**2025/19**  
**Progress report on the implementation of the UNOPS restated Strategic Plan, 2022–2025**

*The Executive Board*

1. *Takes note* of the progress report on the implementation of the restated UNOPS Strategic Plan, 2022–2025 ([DP/OPS/2025/6](#)); the annual report on the recommendations of the Joint Inspection Unit ([DP/OPS/2025/6 – Annex 3](#)); and the report on the enhanced accountability framework of UNOPS ([DP/OPS/2025/7](#));
2. *Acknowledges receipt* of the external third-party review of the comprehensive response plan and the associated management response, both shared by UNOPS less than the required six weeks ahead of the session, and agrees to consider and take a decision on these at the second regular session 2025;
3. *Notes* the requirement for UNOPS to submit documents in accordance with the deadlines established by the Executive Board;
4. *Recalls* the KPMG review of the organizational culture of UNOPS, and requests UNOPS to submit a mobility policy for regional directors, country directors, heads of programmes, operational managers, and senior headquarters management by the first regular session 2026 and report on its effective implementation by the annual session 2026.

5 June 2025

**2025/20**

**UNOPS formative evaluation of the process innovation and digitalization programme**

*The Executive Board*

1. *Acknowledges* receipt of the formative evaluation of the process innovation and digitalization programme, the associated management response, and the information note on the timelines and costs of the programme, all of which were shared less than the required six weeks ahead of the session;
2. *Requests* UNOPS to provide, by 1 July 2025, an updated, fully elaborated and detailed budget for the process innovation and digitalization programme, with detailed breakdowns on activities and expenditures – including the same detailed breakdowns for funds already spent;
3. *Further requests* UNOPS to hold a briefing for the Executive Board in early August 2025 to discuss the formative evaluation report and details of the process innovation and digitalization programme budget, and the associated management response, in advance of the second regular session 2025;
4. *Agrees* to revisit the process innovation and digitalization programme formative evaluation, together with the detailed budget, at the second regular session 2025.

*5 June 2025*

**2025/21**

**Overview of decisions adopted by the Executive Board at its annual session 2025**

*The Executive Board*

*Recalls* that during its annual session 2025, it:

**Item 1**

**Organizational matters**

Adopted the agenda ([DP/2025/L.2](#)) and approved the workplan for its annual session 2025;

Adopted the report of the first regular session 2025 ([DP/2025/1](#));

Adopted the tentative workplan for the second regular session 2025;

**Joint segment**

**Item 2**

**Update on implementation efforts on the repositioning of the United Nations development system**

Adopted decision 2025/8 on the update on implementation efforts on the repositioning of the United Nations development system;

**Item 3**

**Internal audit and investigation**

Adopted decision 2025/9 on the reports of UNDP ([DP/2025/10](#)), UNFPA ([DP/FPA/2025/6](#)) and UNOPS ([DP/OPS/2025/4](#)) on internal audit and investigation activities in 2024, and management responses;

**Item 4**  
**Ethics**

Adopted decision 2025/10 on the reports of the ethics offices of UNDP ([DP/2025/11](#)), UNFPA ([DP/FPA/2025/7](#)) and UNOPS ([DP/OPS/2025/5](#)) on activities in 2024, and management responses;

**Item 5**  
**Protection against sexual exploitation and abuse and sexual harassment**

Adopted decision 2025/11 on the joint update on protection against sexual exploitation and abuse and sexual harassment;

**Item 6**  
**Addressing racism and racial discrimination**

Adopted decision 2025/12 on addressing racism and racial discrimination;

**Item 7**  
**Update on the assessment of how the Executive Board executes its governance and oversight functions**

Took note of the update on the assessment of how the Executive Board executes its governance and oversight functions;

**Item 8**  
**Field visits**

Took note of the report on the field visit of the Executive Board to the Republic of Moldova and Ukraine ([DP/FPA/OPS/2025/CRP.1](#));

**UNDP segment****Item 9**  
**Annual report of the UNDP Administrator**

Adopted decision 2025/13 on the cumulative review of the UNDP Strategic Plan, 2022–2025, and annual report of the Administrator for 2024 ([DP/2025/12](#));

**Item 10**  
**Gender equality at UNDP**

Took note of the annual report of the implementation of the UNDP gender equality strategy, 2022–2025 ([DP/2025/13](#));

**Item 11**  
**UNDP evaluation**

Adopted decision 2025/14 on UNDP evaluation on the annual report on evaluation 2024 ([DP/2025/14](#)), and management commentaries, and the evaluation of the UNDP Strategic Plan 2022–2025 ([DP/2025/15](#)), and management response ([DP/2025/16](#));

**Item 12**  
**UNDP country programmes and related matters**

Approved, in accordance with decision 2014/7, the following UNDP country programme documents:

Ethiopia ([DP/DCP/ETH/5](#));

Took note of the first six-month extension of the country programme for South Africa, and the first one-year extension of the country programme for South Sudan; and approved the fourth one-year extension of the country programme for Burkina Faso ([DP/2025/17](#));

**Item 13**

**United Nations Capital Development Fund**

Adopted decision 2025/15 on the cumulative review of the UNCDF Strategic Framework, 2022–2025, and annual report on results for 2024 ([DP/2025/18](#));

**Item 14**

**United Nations Volunteers programme**

Adopted decision 2025/16 on United Nations Volunteers programme: annual report of the Administrator ([DP/2025/19](#));

**UNFPA segment**

**Item 15**

**Annual report of the Executive Director**

Adopted decision 2025/17 on the progress report on the implementation of the UNFPA Strategic Plan, 2022–2025 ([DP/FPA/2025/4](#));

**Item 16**

**UNFPA evaluation**

Adopted decision 2025/18 on the annual report of the UNFPA Evaluation Office 2024 ([DP/FPA/2025/5](#)), and management commentaries ([DP/FPA/2025/CRP.5](#));

**Item 17**

**UNFPA country programmes and related matters**

Approved, in accordance with decision 2014/7, the following UNFPA country programme document:

Ethiopia ([DP/FPA/CPD/ETH/10](#));

Took note of the first six-month extension of the country programme for South Africa, as approved by the UNFPA Executive Director ([DP/FPA/2025/8](#));

**UNOPS segment**

**Item 18**

**Annual report of the Executive Director**

Adopted decision 2025/19 on the progress report on the implementation of the UNOPS restated Strategic Plan, 2022–2025 ([DP/OPS/2025/6](#));

**Item 19**

**Report on implementation of the process innovation and digitalization programme**

Adopted decision 2025/20 on the formative evaluation of the process innovation and digitalization programme.

*5 June 2025*

**2025/22**

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

*The Executive Board*

1. *Recalls* its decision 2024/12 establishing a joint working group to consider the report of the Joint Inspection Unit (JIU) entitled “Review of the governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children’s Fund and the United Nations Entity for Gender Equality and the Empowerment of Women” ([JIU/REP/2023/7](#)), with the participation of the Executive Boards of the United Nations Children’s Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women);
2. *Further recalls* that, in decision 2024/12, the Board requested the joint working group to provide regular updates to the participating Boards, as necessary, starting after the first regular session 2025;
3. *Welcomes* the update of the joint working group presented at the second regular session 2025;
4. *Requests* the joint working group to deliver on its mandate, in line with the approved roadmap, without delay, and to present timely and concrete proposals for the consideration of the participating Executive Boards, as appropriate;
5. *Encourages* the joint working group, in the implementation of its mandate, to take into account developments and reform proposals emanating from the UN80 initiative, with a view to ensuring synergies;
6. *Requests* UNDP, UNFPA and UNOPS, including their independent offices, to provide timely analytical and technical support to the joint working group, upon its request;
7. *Reiterates* its request that the secretariat of the Executive Board, as well as the relevant offices of UNFPA and UNOPS responsible for Executive Board matters, provide information and support services to the joint working group, upon its request.

28 August 2025

**2025/23**

**UNDP Strategic Plan, 2026–2029**

*The Executive Board*

1. *Notes with appreciation* the transparent and consultative process undertaken by UNDP in developing the Strategic Plan, 2026–2029 ([DP/2025/22](#)), including the extensive engagement with the Executive Board;
2. *Notes* the efforts undertaken by UNDP to align its Strategic Plan with General Assembly resolution [79/226](#) of 19 December 2024 on the 2024 quadrennial comprehensive policy review of operational activities for development of the United Nations system;
3. *Endorses* the UNDP Strategic Plan, 2026–2029, takes note of its annexes, and requests UNDP to provide updated baselines, milestones, and targets for the integrated results and resources framework of the new Strategic Plan to the Executive Board at the annual session 2026;

4. *Notes* that the Strategic Plan, as the overall strategic framework for UNDP, is not intergovernmentally negotiated, and acknowledges that the Strategic Plan includes certain terms that have not been intergovernmentally endorsed in the United Nations system;
5. *Acknowledges with appreciation* the best practices of UNDP in implementing its strategic plans, and requests UNDP to continue these practices at the country level, with full respect for the principle of national ownership and leadership of programme countries, taking into account their national priorities and needs, recognizing their different contexts and characteristics, and in conformity with universally recognized international human rights;
6. *Requests* UNDP to present to the Executive Board, at its annual session 2028, a thorough midterm review of the Strategic Plan, 2026–2029, and its annexes, including, if required, updates to the Plan and its annexes;
7. *Requests* UNDP to continue to include, in the annual reports of the Administrator on the implementation of the Strategic Plan, 2026–2029, including its midterm review, information on results jointly achieved with United Nations development system entities, identified through common and complementary indicators.

28 August 2025

## 2025/24

### **UNDP integrated resources plan and integrated budget estimates, 2026–2029**

#### *The Executive Board*

1. *Takes note* of the UNDP integrated resources plan and integrated budget estimates, 2026–2029 (DP/2025/23), and its annexes;
2. *Approves* the integrated budget for 2026–2029, based on projected regular and other resources and their projected utilization, and the provisions contained in document DP/2025/23 and its annexes, including an appropriation of \$1,021.5 million from regular resources for the institutional component of the integrated budget;
3. *Recalls* its decisions 2023/20 and 2024/26 on the structured funding dialogue on financing the results of the UNDP Strategic Plan, 2022–2025, and reiterates the importance of sufficient, predictable, and timely regular (core) resources and multi-year contributions, and encourages Member States and other partners to prioritize such flexible, predictable funding to safeguard the ability of UNDP to deliver the results of the Strategic Plan, 2026–2029;
4. *Requests* UNDP, in conjunction with the midterm review of the Strategic Plan, to present a midterm review of the integrated resources plan and the integrated budget at the annual session 2028;
5. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) (DP/2025/24) on the institutional components of the UNDP integrated budget, 2026–2029, and of its recommendations, and requests UNDP to provide an informal update to the Executive Board, by the first regular session 2026, on its management responses to those recommendations;
6. *Further requests* UNDP to provide an informal update to the Executive Board on its management responses to the ACABQ recommendations in advance of the consideration of relevant agenda items on integrated budget documents;
7. *Requests* UNDP to present, in advance of the first regular session 2026, a progress update on its workforce optimization and the related financial implications.

28 August 2025

**2025/25**

**Structured dialogue on financing the results of the UNDP Strategic Plan, 2022–2025**

*The Executive Board*

*With regard to the structured dialogue on financing the results of the UNDP Strategic Plan, 2022–2025 (DP/2025/25):*

1. *Takes note* of the report on the structured dialogue on financing the results of the UNDP Strategic Plan, 2022–2025 (DP/2025/25), and its annexes, including the progress made on the implementation of entity-specific commitments under the United Nations funding compact;
2. *Takes note* of ongoing trends in regular and other resources, and their implications for the ability of UNDP to deliver on its mandate;
3. *Encourages* Member States to increase contributions to regular and flexible funding modalities, including multi-year and thematic contributions, and to disburse funds in a timely manner to support effective delivery;
4. *Encourages* UNDP to continue its engagement with Member States through structured and sustained funding dialogues, in order to prioritize contributions to regular resources and to promote a shift from highly earmarked to more predictable and quality funding, in line with the funding compact commitments;
5. *Recalls* its decision 2024/24, paragraph 6, and requests UNDP, in collaboration with UNFPA, UNICEF and UN-Women, to include information on challenges that hinder full implementation of the joint cost-recovery policy in subsequent joint harmonized reports;
6. *Further encourages* UNDP to continue to engage with Member States and other contributing partners to implement the cost-recovery policy, and to avoid the use of regular resources to subsidize activities financed by non-core resources;
7. *Encourages* UNDP to engage continuously with relevant stakeholders, including the private sector, foundations, civil society, and individuals, to diversify its potential sources of funding and to strengthen partnerships with international financial institutions;

*With regard to the annual review of the financial situation of the United Nations Capital Development Fund, 2024 (DP/2025/26):*

8. *Takes note* of the annual review of the financial situation of the United Nations Capital Development Fund, 2024 (DP/2025/26).

28 August 2025

**2025/26**

**Revised UNDP evaluation policy**

*The Executive Board*

1. *Recalls* its decision 2025/5, in which it requested the Independent Evaluation Office, in consultation with UNDP management, to present a revised evaluation policy for consideration and approval by the Executive Board at the second regular session 2025;
2. *Approves* the revised UNDP evaluation policy, 2025–2030 (DP/2025/28/Rev.1);

3. *Underlines* the importance of the policy's alignment with the United Nations Evaluation Group definition of evaluation, ensuring that evaluations cover both expected and unexpected results.

28 August 2025

## 2025/27

### UNFPA Strategic Plan, 2026–2029

#### *The Executive Board*

1. *Notes with appreciation* the transparent and consultative process undertaken by UNFPA in developing the Strategic Plan, 2026–2029 ([DP/FPA/2025/9](#)), including the extensive engagement with the Executive Board;

2. *Notes* the efforts undertaken by UNFPA to align its Strategic Plan with General Assembly resolution [79/226](#) of 19 December 2024 on the 2024 quadrennial comprehensive policy review of operational activities for development of the United Nations system;

3. *Endorses* the UNFPA Strategic Plan, 2026–2029, *takes note* of its annexes, and requests UNFPA to provide updated baselines and targets for the integrated results and resources framework of the new Strategic Plan at the annual session 2026;

4. *Notes* that the Strategic Plan is the overall strategic framework for UNFPA and is not intergovernmentally negotiated, and acknowledges that the Strategic Plan and its annexes include certain terms that have not been intergovernmentally endorsed in the United Nations system;

5. *Requests* UNFPA to implement its Strategic Plan and annexes in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Declaration and Platform for Action, while remaining consistent with relevant international rules and commitments, and in conformity with universally recognized international human rights;

6. *Acknowledges* that national ownership is a core principle guiding all UNFPA programmes, and requests that, in every country, the work of UNFPA be aligned with national priorities and needs, taking into account national legislation and context;

7. *Requests* UNFPA to continue to include, in the annual reports of the Executive Director on the implementation of the Strategic Plan, 2026–2029, including its midterm review, information on results jointly achieved with United Nations development system entities, identified through common and complementary indicators.

28 August 2025

## 2025/28

### UNFPA integrated budget, 2026–2029

#### *The Executive Board*

1. *Takes note* of the UNFPA integrated budget, 2026–2029 ([DP/FPA/2025/10](#)), and its annexes, including the related results and resources framework;

2. *Approves* the UNFPA integrated budget, 2026–2029, with its related presentation of activities and associated costs, as reflected in document [DP/FPA/2025/10](#);

3. *Approves* gross estimates for the institutional budget, 2026–2029, in the amount of \$556.5 million, noting that these estimates include \$255.5 million for indirect cost recovery from other resources;
4. *Notes* that, if actual cost recovery is higher than the estimates included in the budget proposal, the additional amount may be used for enabling functions, thereby allowing more regular resources to be directed to development and humanitarian activities;
5. *Approves* \$180.4 million of the projected regular resources as a ceiling for global and regional programmes for 2026–2029, noting that this amount cannot be exceeded without approval by the Executive Board;
6. *Approves* an annual amount of \$10 million of regular resources for the emergency fund, and, recalling its decision 2015/3, reaffirms the existing authorization for the Executive Director to increase the emergency fund by up to \$2 million, beyond the ceiling, in any given year if the number and extent of the emergencies so warrant;
7. *Requests* UNFPA, in conjunction with the midterm review of the Strategic Plan, to present a midterm review of the integrated budget at its annual session 2028;
8. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) ([DP/FPA/2025/12](#)) on the institutional components of the UNFPA integrated budget, 2026–2029, and *requests* UNFPA to update the Executive Board, by the first regular session 2026, on its management responses to the recommendations in the ACABQ report;
9. *Further requests* UNFPA to update the Executive Board on its management responses to the ACABQ recommendations in advance of the consideration of relevant agenda items on integrated budget documents;
10. *Requests* UNFPA to present, in advance of the first regular session 2026, an update on its business model review, including organizational restructuring, headquarters optimization, staffing changes, and the related financial implications.

28 August 2025

## 2025/29

### Report on the UNFPA structured funding dialogue, 2024–2025

#### *The Executive Board*

1. *Takes note* of the report on the UNFPA structured funding dialogue, 2024–2025 ([DP/FPA/2024/11](#));
2. *Notes* the importance of sufficient and predictable regular (core) resources for UNFPA to deliver on its mandate;
3. *Recalls* the importance of broadening the contributor base, and encourages UNFPA to engage with Member States to prioritize contributions to regular resources in a timely and predictable manner, in line with the United Nations funding compact;
4. *Encourages* UNFPA to continue engaging with relevant stakeholders to diversify its potential sources of funding, including the private sector, foundations, civil society, individuals, and international financial institutions;
5. *Encourages* UNFPA to continue its dialogue with Member States, through the structured funding dialogues, on shifting from highly earmarked funds to more predictable and flexible funding – particularly for regular (core) resources – in line with the commitments of the funding compact;

6. *Recalls* its decision 2024/24, paragraph 6, and requests UNFPA, in collaboration with UNDP, UNICEF and UN-Women, to include information on challenges that hinder full implementation of the joint cost-recovery policy in subsequent joint harmonized reports;

7. *Further encourages* UNFPA to continue to engage with Member States and other contributing partners to implement the cost-recovery policy, and to avoid the use of regular resources to subsidize activities financed by non-core resources.

28 August 2025

## 2025/30

### UNOPS Strategic Plan, 2026–2029

#### *The Executive Board*

1. *Notes* the efforts undertaken by UNOPS to align its Strategic Plan with General Assembly resolution [79/226](#) of 19 December 2024 on the 2024 quadrennial comprehensive policy review of operational activities for development of the United Nations system;

2. *Recalls* its decision 2023/4, paragraph 6, reaffirming and emphasizing that UNOPS does not have a programmatic mandate and is a demand-driven, fee-for-service United Nations entity providing infrastructure, procurement, and project management services as its original mandate;

3. *Reiterates* its decision 2023/23, paragraph 8, that UNOPS must refrain from new strategic initiatives, subject to approval from the Executive Board;

4. *Endorses* the UNOPS Strategic Plan, 2026–2029 ([DP/OPS/2025/9](#)), and takes note of its annex;

5. *Notes* that the Strategic Plan, as the overall strategic framework for UNOPS, is not intergovernmentally negotiated, and acknowledges that the Strategic Plan includes certain references to terms, concepts, and documents that have not been intergovernmentally endorsed in the United Nations system.

28 August 2025

## 2025/31

### UNOPS budget estimates for the biennium 2026–2027 and annual statistical report on procurement activities of United Nations system organizations, 2024

#### *The Executive Board*

*With regard to the UNOPS budget estimates for the biennium 2026–2027 ([DP/OPS/2025/10](#)):*

1. *Takes note* of the UNOPS budget estimates for 2026–2027 ([DP/OPS/2025/10](#)) and its annexes;

2. *Approves* the net-zero revenue target for the biennium 2026–2027;

3. *Endorses* the approach for setting indirect cost recovery rates based on projected revenue needs;

4. *Endorses* the UNOPS results framework, 2026–2027, by enabling function and resources;

5. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) ([DP/OPS/2025/11](#)), and requests UNOPS to provide

an informal update to the Executive Board, by its first regular session 2026, on its management responses to the comments in the report;

6. *Further requests* UNOPS to provide an informal update to the Executive Board on its management response to the ACABQ comments in advance of the consideration of relevant agenda items on budget estimates;

*With regard to the status of, and methodology for, distribution of liquid excess reserves:*

7. *Recalls* its decision 2023/18, requesting UNOPS to propose to the Executive Board, for approval at every second regular session at which the UNOPS biennial budget is considered, starting in 2023, a fair and transparent methodology, and time frame for distributing, within 12 months following receipt of the report of the United Nations Board of Auditors, any excess reserves accumulated in the relevant budget cycle to paying entities, including those of the United Nations system, to be presented in an informal meeting prior to those second regular sessions;

8. *Recalls* its decision 2025/6, paragraph 19, deciding to revisit the revised methodology for calculating liquid excess reserves for endorsement after receiving an assessment by the Board of Auditors and UNOPS following its piloted application;

9. *Takes note* of the information note provided by UNOPS on the status, timelines, and methodology for the distribution and calculation of liquid excess reserves;

10. *Approves* the revised liquid excess reserve calculation methodology to be used on an annual basis, and the annual disclosure of liquid excess reserves presented in an annex of the UNOPS financial statements;

11. *Endorses* the proposed distribution methodology and timeline presented for the biennium 2024–2025, pursuant to decision 2023/18;

12. *Decides*, on an exceptional basis, to pause the distribution of liquid excess reserves accumulated by UNOPS until a decision is taken by the Executive Board;

*With regard to the update on the implementation of the findings of the 2023 Board of Auditors report:*

13. *Takes note* of the update on the implementation of the recommendation in the 2023 Board of Auditors report regarding financial derivative transactions;

*With regard to the annual statistical report on the procurement activities of United Nations system organizations, 2024 (DP/OPS/2025/12):*

14. *Takes note* of the report and the data and analysis it contains.

28 August 2025

## 2025/32

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

#### *The Executive Board*

1. *Recalls* its decision 2023/4, paragraph 12;

2. *Takes note* of the unredacted report of the external third-party review of the comprehensive response plan, and the associated management response;

3. *Welcomes* the progress made by UNOPS in completing actions incorporated under the comprehensive response plan and contributing to the improved functioning of the organization;

4. *Notes* the conclusion of the external third-party review of the comprehensive response plan that long-term action is required to achieve the intended impacts in the areas of: a) risk management and control environment; b) ethics, compliance, and organizational culture; and c) financial and performance management;

5. *Requests* UNOPS to present to the Executive Board, by its first regular session 2026, a comprehensive overview of ongoing transformational initiatives, reforms and workstreams that contribute to further progress towards the intended impacts of the comprehensive response plan, including timelines, milestones, and interconnections among them.

28 August 2025

### **2025/33**

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

##### *The Executive Board*

1. *Takes note* of the formative evaluation of the process innovation and digitalization (PID) programme, conducted by an external third party, and the associated management response;

2. *Notes with concern* the risks identified regarding the implementation of the PID programme;

3. *Requests* UNOPS to take necessary action to mitigate all risks and to report on the measures taken to the Executive Board ahead of its first regular session 2026;

4. *Reiterates* the importance of transparent communication, and requests UNOPS to share all documentation on the PID programme with the entire Executive Board, within agreed timeframes, or when requested;

5. *Acknowledges* the update provided by UNOPS containing a detailed budget for the PID programme, including activities, expenditures, and funds already spent;

6. *Recalls* its decision 2024/28;

7. *Decides* to commit \$3 million from the UNOPS reserves for the implementation of the PID programme;

8. *Requests* UNOPS to report on the status, utilization, and balance of the allocated \$3 million prior to the first regular session 2026;

9. *Recalls* its decision 2022/13 and subsequent relevant decisions to freeze all transfers out of the operational reserve for any purpose other than daily operations;

10. *Requests* UNOPS to provide details on alternative options for funding the programme, including the use of excess reserves, and details on the process by which such funds would be requested, used, and reported on, including a timeline with the frequency of requests and reporting;

11. *Agrees* to revisit the PID programme and its budget at the first regular session 2026.

28 August 2025

### **2025/34**

#### **Overview of decisions adopted by the Executive Board at its second regular session 2025**

##### *The Executive Board*

*Recalls* that, during its second regular session 2025, it:

**Item 1**  
**Organizational matters**

Adopted the agenda and approved the workplan for its second regular session 2025 (DP/2025/L.3);

Adopted the report of the annual session 2025 (DP/2025/20);

Adopted the tentative workplan for the first regular session 2026.

**Joint segment**

**Item 2**  
**Update on the assessment of how the Executive Board executes its governance and oversight functions**

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

**UNDP segment**

**Item 3**  
**UNDP Strategic Plan, 2026–2029**

Adopted decision 2025/23 on the UNDP Strategic Plan, 2026–2029 (DP/2025/22).

**Item 4**  
**Financial, budgetary, and administrative matters**

Adopted decision 2025/24 on the UNDP integrated resources plan and integrated budget estimates, 2026–2029 (DP/2025/23).

**Item 5**  
**UNDP structured funding dialogue**

Adopted decision 2025/25 on the structured dialogue on financing the results of the UNDP Strategic Plan, 2022–2025 (DP/2025/25).

**Item 6**  
**UNDP country programme and related matters**

Approved, in accordance with decision 2014/7, the following UNDP country programme documents:

*Africa:*

Côte d'Ivoire (DP/DCP/CIV/4)

Eswatini (DP/DCP/SWZ/5)

Liberia (DP/DCP/LBR/4)

Uganda (DP/DCP/UGA/6)

*Asia and the Pacific:*

China (DP/DCP/CHN/6)

Indonesia (DP/DCP/IDN/5)

Timor-Leste (DP/DCP/TLS/4)

*Europe and the Commonwealth of Independent States:*

Armenia ([DP/DCP/ARM/6](#))

Belarus ([DP/DCP/BLR/5](#))

Bosnia and Herzegovina ([DP/DCP/BIH/5](#))

Kazakhstan ([DP/DCP/KAZ/5](#))

North Macedonia ([DP/DCP/MKD/5](#))

Serbia ([DP/DCP/SRB/4](#)), including the results and resources framework for Kosovo<sup>7</sup> ([DP/DCP/SRB/4/Add.1](#))

Türkiye ([DP/DCP/TUR/5](#))

Turkmenistan ([DP/DCP/TKM/4](#))

Uzbekistan ([DP/DCP/UZB/5](#))

Took note of the first one-year extensions, approved by the UNDP Administrator, of the country programmes for Lebanon, Libya and Tunisia; and approved the sixth two-year extension of the country programme for Afghanistan, the fourth one-year extension of the country programme for Myanmar, and the second one-year extension of the country programme for Yemen ([DP/2025/27](#)).

**Item 15**

**UNDP evaluation**

Adopted decision 2025/26 on the revised UNDP evaluation policy ([DP/2025/28/Rev.1](#)).

**Item 16**

**UNDP regional programme documents, 2026–2029**

Approved the following UNDP regional programme documents, 2026–2029:

Africa ([DP/RPD/RBA/5](#))

Asia and the Pacific ([DP/RPD/RBAP/5](#))

Arab States ([DP/RPD/RAS/6](#))

Europe and the Commonwealth of Independent States ([DP/RPD/REC/6](#))

Latin America and the Caribbean ([DP/RPD/RLA/5](#))

**UNFPA segment**

**Item 7**

**UNFPA Strategic Plan, 2026–2029**

Adopted decision 2025/27 on the UNFPA Strategic Plan, 2026–2029 ([DP/FPA/2025/9](#)).

---

<sup>7</sup> References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999)

**Item 8**  
**Financial, budgetary, and administrative matters**

Adopted decision 2025/28 on the UNFPA integrated budget, 2026–2029 ([DP/FPA/2025/10](#)).

**Item 9**  
**UNFPA structured funding dialogue**

Adopted decision 2025/29 on the report on the UNFPA structured funding dialogue, 2024–2025 ([DP/FPA/2024/11](#)).

**Item 10**  
**UNFPA country programme and related matters**

Approved, in accordance with decision 2014/7, the following UNFPA country programme documents:

*Asia and the Pacific:*

China ([DP/FPA/CPD/CHI/10](#))

Indonesia ([DP/FPA/CPD/IDN/11](#))

Timor-Leste ([DP/FPA/CPD/TLS/5](#))

*Eastern Europe and Central Asia:*

Armenia ([DP/FPA/CPD/ARM/5](#))

Belarus ([DP/FPA/CPD/BLR/4](#))

Bosnia and Herzegovina ([DP/FPA/CPD/BHI/4](#))

Kazakhstan ([DP/FPA/CPD/KAZ/6](#))

North Macedonia ([DP/FPA/CPD/MKD/3](#))

Serbia ([DP/FPA/CPD/SRB/3](#)), including the results and resources framework for Kosovo<sup>8</sup> ([DP/FPA/CPD/SRB/3/Add.1](#))

Türkiye ([DP/FPA/CPD/TUR/8](#))

Turkmenistan ([DP/FPA/CPD/TKM/6](#))

Uzbekistan ([DP/FPA/CPD/UZB/6](#))

*East and Southern Africa:*

Eswatini ([DP/FPA/CPD/SWZ/8](#))

*West and Central Africa:*

Côte d'Ivoire ([DP/FPA/CPD/CIV/9](#))

Liberia ([DP/FPA/CPD/LBR/6](#))

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; and 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

<sup>8</sup> References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

People's Republic of Korea, and the fifth two-year extension of the country programme for Afghanistan ([DP/FPA/2025/13](#)).

## **UNOPS segment**

### **Item 11**

#### **UNOPS Strategic Plan, 2026–2029**

Adopted decision 2025/30 on the UNOPS Strategic Plan, 2026–2029 ([DP/OPS/2025/9](#)).

### **Item 12**

#### **Financial, budgetary, and administrative matters**

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 ([DP/OPS/2025/12](#)).

### **Item 13**

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

Adopted decision 2025/32 on the third-party review of the comprehensive response plan and the associated management response.

### **Item 17**

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

Adopted decision 2025/33 on the process innovation and digitalization programme and funding.

*28 August 2025*

## Annex II

### Membership of the Executive Board in 2025

(Term expires on the last day of the year indicated)

African States: Chad (2027), Côte d'Ivoire (2027), Ethiopia (2025), Madagascar (2027), Mozambique (2027), Nigeria (2026), Tunisia (2026) and Zambia (2027).

Asia-Pacific States: Bangladesh (2026), China (2025), India (2027), Nauru (2026), Republic of Korea (2025), Solomon Islands (2027) and Tajikistan (2027).

Eastern European States Georgia (2027), Republic of Moldova (2025), Romania (2026) and Slovakia (2025).

Latin American and Caribbean States: Brazil (2026), Colombia (2025), Dominican Republic (2027), Ecuador (2025) and Jamaica (2026).

Western European and other States:\* Austria (2026), Australia (2025), Belgium (2027), Denmark (2027), Germany (2027), Ireland (2026), Japan (2025), Luxembourg (2026), Norway (2025), Sweden (2027), United Kingdom (2026) and United States (2025).

---

\* Western European and other States has its own rotation schedule, which varies every year.

## **Annex III**

### **Report of the joint meeting of the Executive Boards of UNICEF, UNDP/UNFPA/UNOPS, WFP and UN-Women held on 30 May 2025**

#### **I. Opening**

1. In her opening remarks, the President of the Executive Board of WFP, Chair of the 2025 joint meeting of the Executive Boards (JMB), described the confluence of challenges and opportunities facing the United Nations amid current complex geopolitical and financial pressures and ongoing efforts to reshape the United Nations system, including the UN80 initiative, the Humanitarian Reset and the UN 2.0 Quintet of Change. She encouraged all participants to use the JMB as an opportunity to engage in frank discussion and catalyse joint action on factors that were hampering the capacity of United Nations entities to meet their shared objectives.

#### **II. Topic 1: United Nations governance and strategic direction in an evolving global landscape: Considering the 2024 quadrennial comprehensive policy review and strategic planning towards 2030**

##### **Introduction**

2. Introducing the topic, the President of the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) invited participants to consider the opportunity for the United Nations to further strengthen its governance and strategic direction in a fast-changing world, adapting priorities, investing in proven and new solutions, and increasing efficiency. The President also called for renewed commitment to the multilateralism that underpinned the United Nations charter, norms and standards, which in turn provided the foundations for concrete progress at the country level, including in the areas of crisis response, gender equality and inclusion, and institutional capacity strengthening.

##### **Panel discussion with the Principals of UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP**

3. The panel discussion was moderated by the Deputy Executive Director of WFP, who asked each principal to address a different question in their remarks.

4. In considering how United Nations entities could work in a more coordinated way to advance key principles and values, the Executive Director of UN-Women shared examples of her entity's effective leadership with resident coordinators (RCs) on the integration of gender equality in the United Nations system, such as the implementation of the United Nations Country Team System-Wide Action Plan Gender Equality Scorecard, used by 116 United Nations country teams, up from 19 in only 2018. Governments around the world were using gender budgeting tools to benefit women directly or to fill gaps in the funding for services that supported the survivors of violence against women and girls, assisted households headed by women and improved maternal health. Progress had also been made in empowering women, including in Afghanistan, where gender equality and women's empowerment were central to the United Nations cooperation framework. UN-Women's coordination

mandate was central to its work, as reflected in its new strategic plan, which focused on national priorities, country-level delivery and the commitment to leaving no one behind. In closing, the Executive Director called on United Nations entities and Member States to come together to strengthen multilateralism and retain gender equality as a central pillar of the development system and in the upcoming reforms.

5. The Executive Director of the United Nations Office for Project Services (UNOPS) addressed the question of how the 2024 quadrennial comprehensive policy review (QCPR) could help United Nations entities to maximize their collective impact and results as they formulated and implemented their next strategic plans. He noted that the QCPR should frame the discussions under way in the context of the UN80 initiative, bringing more coherence, coordination, effectiveness, efficiency, transparency and accountability to the United Nations development system – a system that was fit for the challenges of today and tomorrow at the global, regional and country levels. Taking stock of progress made in United Nations coordination through the reinvigorated RC system and the work of the reconfigured United Nations country teams, the QCPR had identified scope for entities to increase efficiency by adopting common back offices, mutual recognition and shared services and by working together based on comparative advantages, in full compliance with their respective mandates. This was a critical point as United Nations development system entities could – and needed to – do better individually and collectively if they wanted to enhance the effective utilization of their resources and unique expertise. UNOPS' role in implementation complemented the upstream policy advice and financing provided by other entities and helped to maximize the impact and optimal use of resources in support of national priorities.

6. Turning to the question of *how United Nations entities could collectively harness digital technologies, data, strategic foresight and innovation to support countries' response to humanitarian and development challenges*, the Administrator of the United Nations Development Programme (UNDP) recalled relevant aspects of the QCPR and highlighted the importance of integrated, systems-informed approaches that take better account of multifaceted challenges. He underscored the role that the United Nations can play by helping governments identify early signals of risks such as climate shocks and inequalities through the use of technologies such as artificial intelligence. Remarking on the need to learn from each other, he encouraged the fostering of a system-wide culture of innovation and digital fluency in order to work with countries to help achieve their national development priorities through the deployment of such capabilities. Examples of this work included supporting the development of digital public infrastructure and digital literacy in countries with heavy debt burdens; ensuring that governments had the early warning and foresight tools they needed for risk reduction and climate change adaptation; transforming the digital health ecosystem; and strengthening gender justice. All this work must be guided by national priorities, in accordance with the guiding principles that underpinned the United Nations sustainable development cooperation frameworks (UNSDCFs).

7. With regard to the question of how to reform the United Nations system in ways that enhanced coherence and accountability amid rising uncertainties and negative trends, the Executive Director of the United Nations Population Fund (UNFPA) emphasized that the principle of “leaving no one behind” had to be central to the UN80 reform as it was to the Sustainable Development Goals (SDGs). For UNFPA, as a public health and population agency, this meant working with other entities to advance sexual and reproductive health and reproductive rights, gender equality, population dynamics and youth empowerment, with each entity drawing on its unique comparative advantage. The Executive Director emphasized that reform should enhance the United Nations' ability to deliver better, faster and more equitably,

especially for women and girls, and that human rights must be the bedrock of its work. Moving from reactive to anticipatory delivery as well as relying on disaggregated data to design context-specific programming was crucial to helping the United Nations stay ahead of crises and future-proof its work in support of the SDGs. The UNFPA Executive Director also emphasized the importance of the RCs in promoting rights and country needs, operating transparently and with clearly defined roles, being adaptable to changing conditions and leveraging the expertise of each United Nations entity, privileging inputs from local actors. Finally, she underlined the social and economic value of sexual and reproductive health and rights in ensuring that girls and women can complete their education and lead full lives.

8. In her remarks on the *opportunities offered by innovative financing and funding diversification in a context of growing needs and resource constraints*, the Deputy Executive Director of the United Nations Children's Funds (UNICEF) said that while it was essential to broaden the funding base, diversification alone was insufficient to close funding gaps and required large investments of time and resources and the support of Member States. Although UNICEF had one of the most diversified funding bases of all United Nations entities, its private sector financing had taken decades to build and could complement but not replace the essential role and contributions of governments (public sector). UNICEF derived 20 percent of its funding from the private sector, which supported initiatives implemented jointly with international financial institutions, foundations and other actors in areas such as climate risk insurance, disease prevention and digital literacy.

9. In his remarks, the Deputy Executive Director of WFP reported that his organization had been forced to cut food assistance to people in need following a 40 percent drop in its resources. WFP was reducing and reorganizing its internal structure, focusing on its work at the country level; prioritizing the quality of its assistance over the quantity; concentrating on reducing aid dependency by supporting and strengthening national systems and capacity for food security, especially through localization; and strengthening its partnerships, with sharper divisions of labour to avoid duplication and overlaps, and an emphasis on mutual support. Examples included WFP's proposal for a joint delivery mechanism with UNICEF, to which WFP would contribute its capacity in logistics and supply chains to support a mechanism for use throughout the United Nations and beyond as part of the UN80 initiative.

### **Interactive discussion between the membership of the four Executive Boards, the Presidents of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP and the Principals of the six United Nations entities**

10. During the interactive discussion facilitated by the President of the Executive Board of UNDP, UNFPA and UNOPS, delegations raised the following points:

- Reform efforts should ensure that the United Nations system could respond to global challenges and deliver as one in a context of funding challenges and increasingly complex needs. The entities were encouraged to coordinate their strategic plans; strengthen inter-agency collaboration by increasing their engagement in joint analysis and programming; make greater use of evidence, digital technology and innovation, replicating successful initiatives; and formulate strategies for the United Nations system that addressed long-term issues and priorities in programme countries.
- Country-level coordination should be strengthened through the UNSDCFs, with entities working with national and local governments and civil society to

promote the national ownership and leadership of solutions. Given the role of RCs in those endeavours, there were calls for increased and regular investments in the RC system and for implementation of the Funding Compact for the United Nations' support for the SDGs. Concerns were expressed around potential financial cuts and a reduction in the ambition of the United Nations development system.

- Structural reforms under the UN80 initiative should reinforce multilateralism and clarify the mandates of United Nations entities, based on comparative advantages, financial constraints and other factors, while removing duplication and filling gaps between their mandates.
- A people-centred approach that prioritized vulnerable communities, left no one behind and encompassed gender equality, disability inclusion, sexual and reproductive health and rights, and attention to climate change must remain central to work on development, resilience and poverty reduction. The humanitarian-development-peace nexus was more important than ever.
- Efforts should be made to bridge persistent resource gaps, including greater exploration and use of South-South and triangular cooperation, innovative and diversified funding models, joint fundraising and co-investment with regional actors. Several delegations said that innovative financing should be seen as complementing but not replacing public sector funding, and donors were encouraged to provide flexible and predictable funding.
- The Boards should seek to ensure that the proposed reforms equipped the United Nations to work where it was most needed; collaborate with other actors, including international financial institutions, the private sector and civil society; and uphold the humanitarian principles and values. Boards' workplans should be flexible enough to adapt to the outcomes of ongoing reform initiatives. There was also a call for more proactive sharing of information between entities and their Boards, and among Boards.
- Further insight was sought into how the six entities were maintaining effectiveness in the face of dwindling resources; how collaboration would be strengthened under the new strategic plans; entities' plans for strengthening their support for the RC system and addressing the challenges they faced in implementing the United Nations Development System reform; the role of RCs in ensuring that strategic plans were responsive to the priorities of programme countries; the factors considered when entities decided where to make cuts in their internal structures in response to funding shortfalls, particularly when staff were affected; and the measures taken to coordinate actions, streamline operations and optimize resource use in line with the UN80 initiative.
- Delegations requested examples of how entities worked together to deliver concrete results in specific thematic areas and the sharing of good practices in innovative financing. More information was also sought on the findings from the system-wide evaluation of operational efficiency; the mobilization of innovative financing; how best to incentivise cooperation; how entities could help to harmonize Member State considerations of the digital agenda, including on the global digital compact and digital governance; and how entities could implement the QCPR for enhanced impact in Africa, despite the resource constraints.

11. Suggesting that there would be future opportunities to address the questions raised by Member States, the President of the Executive Board of UNDP, UNFPA and UNOPS assured the Principals of the six entities that Member States recognized their

role in supporting the work of the United Nations and invited them to respond to Member States' comments and observations.

12. The Deputy Executive Director of WFP warned that norms and principles were being challenged as never before and that the gap between needs and the resources available to address them continued to grow, such that United Nations entities were facing an existential threat. While those entities continued to seek ways to increase their efficiency and effectiveness, Member States were urged to look beyond the QCPR and think bigger and bolder as they guided the development of the next strategic plans.

13. The Deputy Executive Director of UNICEF reminded participants that inter-agency coordination had been ongoing for years, removing duplication and building on synergies through successful joint work; coordination was often most useful where needs were greatest. Regarding pooled funding, the importance of leveraging the comparative advantages of each entity meant that pooled funds could not be used for everything, and they should be used to achieve results at scale rather than to meet any imposed target. UNICEF supported the RC system and was its largest financial partner, but the system was not perfect, as explained in an information note prepared by UNICEF for its Board.

14. Focusing on the themes of reform and collaboration, the Executive Director of UNOPS reiterated that the UN80 initiative was a moment of hope and aspiration that should not be viewed as a way to align the level of ambition with resource constraints. UN80 was not a call to choose between efficiency and scale. Instead, reforms should focus on how to scale up efficiently, building on and further consolidating previous reforms. Strengthened collaboration and coordination depended on entities clarifying and adhering to their respective mandates, leveraging the RC system, integrating their activities at the global, regional and local levels, and better integrating policy and operations.

15. In her response, the Executive Director of UN-Women shared examples of how her entity was “doing better with a UN system approach” through joint programming and pooled funds, a systemic change approach in United Nations cooperation, increased efficiencies and enhanced cooperation. Other initiatives included moving UN-Women’s headquarters from New York to Nairobi so as to be closer to the people it served; increasing support by diversifying the entity’s donor base, expanding partnerships and building on strong relationships with governments and civil society; and joint programming in the field, which accounted for more than 30 percent of UN-Women’s work.

16. The Executive Director of UNFPA welcomed delegations’ expressions of support for innovation and collaboration, and the importance they gave to working at the humanitarian-development-peace nexus, including in protecting women and young people. That work required considerable advance planning, and the United Nations was very good at carrying out such planning through joint programming, but was less successful in communicating its achievements. She also stressed the value of “daring to question and discard what is not working”. Consistent with UN80, UNFPA was already participating in joint programming, which was now its top source of funding, and was increasing its partnerships with international financial institutions. As UNFPA was voluntarily funded, the doubling of its revenue over the previous decade reflected donor confidence in its capacity to deliver. It was vital, however, to be aware that increasingly politicized rhetoric and polarization concerning issues related to human lives and to people facing danger could jeopardize efforts to address people’s needs.

17. After expressing appreciation to Member States for their advice and guidance over the years, the Administrator of UNDP spoke of the need for greater urgency given the extraordinary moment of crisis with which the United Nations system was faced. He referred to the 20,000 staff members that United Nations entities had had to let go in the previous five months, and the millions of people who had been left without assistance as a result. He emphasized that much that would happen with UN80 would depend on Member States – they had the responsibility to act on duplications, overlaps of mandates and other matters. He encouraged Member States to take a more proactive approach to addressing the challenges, urging them to undertake a deeper consideration of structural reforms. He called for agencies not to be asked to do the impossible and to maintain the ability of the agencies to function. The primary objective should be to maintain the ability of institutions to serve people in countries, and then also invest in doing it better and together – if agencies were no longer operationally present in country, it would make coordination redundant. He noted that Member States, in their capacity as Board Members, were the entities' greatest hope.

18. In closing the discussion, the President of the Executive Board of UNDP, UNFPA and UNOPS assured the panel that Member States were ready to work together with the United Nations entities – words that were echoed by the Chair.

19. A statement submitted after the meeting by a non-governmental donor to the United Nations system echoed many of the points made by delegations during the discussion, including the calls for the alignment of mandates and capacities, enhancement of the RC system, improved financial accountability and transparency, close coordination and collaboration among United Nations entities, and continued promotion of the rule of law, justice, international humanitarian law and human rights, including gender equality. As well as being the governance bodies of the individual United Nations entities, the Executive Boards were also joint stewards of system-wide coherence. Further information was sought on how entities were engaging with their field offices, United Nations country teams and RCs to ensure the link between national programmes and priorities; how the UN80 initiative could be implemented to promote a system-wide approach that realized efficiency gains and increased impact; and the measures being taken to mitigate the risk of cuts in staffing resulting in the loss of critical expertise and institutional knowledge.

### **III. TOPIC 2: Enabling greater coherence on the United Nations' duty of care guidance and frameworks to promote accountability, efficiency and commitment to the United Nations workforce**

20. Introducing the topic, the Chair recalled that Board members had a special responsibility for ensuring that entities had the necessary policies, standards and accountabilities in place for meeting their obligations related to the duty of care for personnel before, during and after deployment, particularly in high-risk areas. An effective duty of care framework enabled all national and international employees to feel supported in their work to deliver their entities' missions safely and with integrity. Board members should send a message that they expected their agencies to modernize their approaches and remain responsive to evolving dynamics for national and international staff.

## **Keynote speech**

21. In his address, WFP's Assistant Executive Director for Workplace and Management reflected on the increasingly challenging conditions in which humanitarian and development personnel were called upon to work, and the need to protect the physical safety and mental health of employees as they served the world's most vulnerable people, often putting their own lives at risk. In that respect, 2024 had been the worst year on record for the loss of United Nations personnel.

22. The Assistant Executive Director described the characteristics of an effective duty of care system, which had to be equitable, transparent, integrated into an organization's culture and supported by the necessary infrastructure and sustained funding. Such systems encompassed management, wellness, operational support and accountability and were applied to all personnel, regardless of their geographic location, staff level, role or contract type. WFP's new framework covered all its employees, and their dependants where appropriate. It was grounded in a duty of care framework approved by the Executive Director and the Board and had a streamlined governance structure that enabled swift reaction when needed. As other United Nations entities were developing their own duty of care frameworks, the Assistant Executive Director urged them to work together to develop a single framework for the whole United Nations system, consistent with the "One UN" approach.

## **Panel discussion with the Director of Human Resources at UNFPA and the Director of UNICEF's Division of People and Culture**

23. As participants in the panel discussion, the Director of Human Resources at UNFPA and the Director of UNICEF's Division of People and Culture were invited to describe two innovations in duty of care at their respective entities and outline the support that they needed from their Boards.

24. The Director of Human Resources at UNFPA said that duty of care processes should be proactive, person-centred, inclusive and responsive to changing circumstances and should improve the lives of personnel, especially in high-risk environments. Her first example of an innovative duty of care initiative was a response to employees' concerns regarding the physical safety of their children attending a local school. It had included training and counselling sessions on how to prevent school-based harassment and address sexual assault and abduction, and the establishment of safe spaces and sexual misconduct focal points in UNFPA offices. The second example concerned the establishment of a network of regional psycho-social counsellors tasked with supporting the well-being of all employees, contractors and consultants, and their families, helping them to deal with trauma, and normalizing requests for help in anticipation of need.

25. UNFPA's flexible working policy also supported the well-being of employees, particularly those caring for elderly parents, young children or other family members with special needs. As part of its duty of care initiatives, UNFPA sought to create a sense of belonging in the workplace by encouraging discussion of difficult and sensitive topics, building awareness and acceptance of people's needs, and treating all employees as individuals. For this work, the entity needed dedicated experts in coaching, mentoring, trauma support, security and psychological support.

26. The Director of UNICEF's Division of People and Culture explained that duty of care was central to UNICEF's principles and values, reflecting its people-centred approach and ensuring that the organization remained well positioned to deliver on its commitments to children. It was implemented through various initiatives designed to foster inclusivity, promote psychological safety, prevent burnout, reduce the strain

of repeated deployment to high-stress environments, and improve the living and working conditions of employees working in difficult environments, with specific support for women. Recent innovations included the introduction of psychological risk assessments that facilitated risk prevention and mitigation, thereby minimizing the chances of burnout, absenteeism and human error and supporting operational efficiency. A “burnout toolkit” had been developed to support managers and staff in preventing, assessing and addressing burnout. The development of a framework for staff care in emergencies had been initiated to support staff in emergency settings through internal and external research. For staff members working in high-risk or hardship locations, UNICEF offered one month of special leave with full pay after the completion of a tour of duty. UNICEF also promoted mobility and assignments to hardship locations based on the principle of burden-sharing among staff members. Observing that duty of care initiatives require continuous recalibration and adaptation to rapidly evolving and complex security environments, the Director called on all entities to come together to build on and expand tools and lessons learned and appealed to the Boards for their continued guidance and funding.

27. Bringing the discussion to a close, the Chair encouraged the Boards and Member States to recognize duty of care as an essential part of the work of United Nations entities that should be included in budgets as a “cost of doing business”. She suggested that entities’ various approaches to providing duty of care be mapped to identify common features and enable coherence and consistency. Given that the limited time available did not allow for further discussion, the Chair invited participants to submit their comments on duty of care for inclusion in the record of the meeting and recommended that future meetings be scheduled to last a day.

28. In a statement submitted after the meeting, the Executive Director of UN-Women said that her entity aligned closely with the duty of care standards of other United Nations entities and benefited from lessons learned from across the United Nations system. The forthcoming United Nations occupational health and safety mechanism would strengthen alignment, knowledge exchange and a shared culture of employee safety and well-being. Duty of care frameworks had to evolve in response to an increasingly complex global risk landscape and demographic changes in United Nations personnel. For UN-Women, duty of care should be holistic and responsive to the diverse stages of life, roles and circumstances of employees, and the entity was committed to contributing to enhanced coordination and shared responsibility with other United Nations entities. The Executive Director thanked Member States for their partnership in advancing inclusive, data-informed and effective duty of care frameworks and working towards a stronger, more responsive United Nations framework.

29. Harmonized protection standards, context-specific safeguards and predictable funding were emphasized as areas for collective action aimed at strengthening United Nations duty of care frameworks in a statement submitted after the meeting by one Member State. Building on the QCPR, the entities should establish standard measurable frameworks for ensuring the physical and mental health of personnel. They should also ensure that duty of care was localized and extended to national staff, and the Funding Compact should be aligned with duty of care imperatives to ensure that protection was sustained and in place where most needed.

#### **IV. Closing remarks**

30. The Vice-President of the Executive Board of UNICEF thanked all participants for their engagement, candour and commitment to advancing the work of the United Nations system. Despite the increasingly complex environment marked by conflict,

environmental threats, deepening inequality, technological transformation and restricted fiscal space, the implementation of the QCPR and the formulation of new strategic plans constituted a shared opportunity to strengthen entities' responses and evolve together to meet the challenges.

31. Exchanges during the meeting had highlighted the need for deeper collaboration and synergy among entities, including enhanced coordination between the Boards on advocacy for the most vulnerable people and communities; the importance of agility and innovation; and the central importance of equity and the prioritization of the most vulnerable people in all aspects of programming. In addition, as United Nations personnel emerged from the deadliest year in recorded history for humanitarian workers, entities must continue to prioritize and invest in the safety and well-being of their employees, including in duty of care and the promotion of harmonized standards and policies. Diversified and flexible funding models should be explored, while entities continued to strengthen transparency and accountability mechanisms so as to build trust and maximize impact.

32. Drawing the meeting to a close, the Chair thanked all participants for their insights, reaffirming the importance of working together in the current highly dynamic environment.

---

