





EXECUTIVE BOARD DECISION TRACKING TABLE FOR 2020


The following matrix keeps track of the implementation of specific and time-bound requests to UNFPA contained in Executive Board decisions. The decision-tracking matrix is revised on a regular basis to keep the information relevant and up-to-date.




The full text of the Decisions per Executive Board sessions is available by clicking on the decision. The full compendium of Decisions adopted by the Executive Board in 2020 can be found on the [UNFPA Executive Board Website](#).





The status of a decision is indicated as follows: **(1) GREEN ●** signifies (a) 'completed' (action has been completed or decision is no longer relevant) or (b) 'ongoing' (action in progress, if a recurring item); **(2) YELLOW ●** signifies an action is 'partially completed' (action in progress, with a due date, if relevant).



| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
|--|--|---|---|----------|--|----------------------------|
| First Regular Session 2020 (3-6 February 2020) | | | | | | |
| 2020/1 Reports of UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2018 | Recommendations of the Board of Auditors | | Para 1. <i>Welcomes</i> the unqualified audit opinions that UNDP, UNFPA, UNCDF and UNOPS received for 2018, while also noting that there is still room for improvement; | | | No actions required |
| | Recommendations of the Board of Auditors | Office of the Executive Director, Ethics Office | Para 2. Calls for a strong focus on measures targeted towards preventative actions and quality assurance, as well as ethics awareness-raising, and protection of whistle-blowers, in line with existing non-retaliatory policies of the entities; | Ongoing | The Ethics Office has adopted a triaged approach to live training, whereby rules-based information is transmitted online and through targeted communications. Face to face/webinar training have been reserved for nuanced and complex ethics material. The goal is to prioritize foresight and skills training for ethical decision making and behaviour. | Completed and ongoing ● |
| | Recommendations of the Board of Auditors | Office of the Executive Director | Para 3. Urges UNDP, UNFPA, UNCDF and UNOPS to continue implementing and closing the recommendations of the Board of Auditors for the year ended 31 December 2018, and the remaining recommendations from prior years; | Ongoing | All Board of Auditors recommendations of 2018 are implemented and closed. | Completed ● |




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| | Recommendations of the Board of Auditors | Division for Management Services, Office of the Executive Director | Para 4. Calls for UNDP, UNFPA, UNCDF and UNOPS management to systematically continue to improve the maturity of risk management at all levels, particularly strengthening accountability and the implementation of the internal control frameworks; | Ongoing | UNFPA issued its new ERM policy in March 2022. This is an integral part of its maturing risk management model, which encompasses a risk appetite statement and a more differentiated approach. The policy draws from the recent work of the Joint Inspection Unit (JIU) and United Nations High Level Committee on Management (HLCM) on Enterprise Risk Management (ERM). | Completed  |
| | Recommendations of the Board of Auditors | | Para 5. <i>Notes</i> the progress made by UNDP in addressing the refined top seven audit-related priorities in 2018-2019; | | | No actions required |
| Para 6. <i>Recalls</i> decision 2019/2 and notes that important findings and recommendations of the Board of Auditors in 2018 remain applicable to the country level, and encourages UNDP to present its action plan of the 2019 internal study on root causes underlying recurring audit observations and present concrete plans to address these oversight and accountability issues across the UNDP country, regional and global management practices and portfolios; | | | | | No actions required | |
| Para 7. <i>Notes</i> that the Board of Auditors observed different levels of maturity and awareness among the bureaux and country offices in their compliance to internal control frameworks, and encourages UNDP to take appropriate action to ensure that all staff at country level are sufficiently trained and have adequate competence for continuous stringent compliance with its accountability and internal control frameworks; | | | | | No actions required | |
| Para 8. <i>Also notes</i> the observations by the Board of Auditors relating to human resources, and encourages UNDP to further ensure compliance with policies on workforce and personnel management across the organization; | | | | | No actions required | |
| Para 9. <i>Looks forward</i> to the review of the UNDP enterprise risk management policy in the 2020 report of the Board of Auditors; | | | | | No actions required | |
| Para 10. <i>Takes note</i> of the report (DP/FPA/2020/1) on the actions taken by UNFPA and the further measures planned by the organization to implement the recommendations of the Board of Auditors for the financial period that ended on 31 December 2018; | | | | | No actions required | |
| | Recommendations of the Board of Auditors | Office of the Executive Director/ Division for Management Services; ITSO | Para 11. <i>Looks forward</i> to the UNFPA enterprise risk management policy in 2020 and the enterprise resource planning system in 2021 to support the implementation and closing of outstanding recommendations; | Ongoing | UNFPA issued its new ERM policy in March 2022 and therefore the action pertaining to this element of the decision is completed. As discussed at the informal Board session held in March 2022, UNFPA decided to adopt the inter-agency shared Quantum ERP system. This will help to ensure compatibility and cooperation across the ERP system with other agencies. | Completed  |




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| | | | | | <p>The new ERP system went live in January 2023 and initial feedback is positive while the organization works through the hyper-care period of increased support.</p> <p>A number of controls are implemented within the new system and one of the key benefits from the new ERP will be provision of better and more timely information to drive management action. The adopted technology will support the realization of an interoperability mechanism to cooperate with other funds and programmes.</p> | |
| | Recommendations of the Board of Auditors | | Para 12. <i>Notes</i> that the Board of Auditors recommended that UNOPS needed to formulate a strategy for the effective utilization of its increasing surpluses under its operational reserve and, recalling decisions 2012/5 and 2019/20 in this regard, calls on UNOPS to utilize its operational reserve in strict accordance with the existing financial rules and regulations | | | No actions required |
| 2020/2 Working methods of the Executive Board | Working Methods | | Para 1. <i>Recalls</i> decision 2019/16 of the Executive Board of UNDP/UNFPA/UNOPS on working methods of the Executive Board and reiterates its requests therein; | | | Noted |
| | | | Para 2. <i>Takes note</i> of the joint paper on working methods of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP; | | | No actions required |
| | | | Para 3. <i>Takes note with appreciation</i> of the revised guidelines for the field visits of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women, and for the joint field visits of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP; | | | No actions required |
| | Working Methods | Executive Board Branch/ Office of Executive Director | Para 4. <i>Requests</i> the secretariat of the Executive Board of UNDP/UNFPA/UNOPS, in collaboration with the secretariats of the Executive Boards of UNICEF and UN-Women, to submit to Member States, ahead of the annual session 2020, with a view to conclude discussions on the working methods no later than the second regular session, a concrete proposal for a rearranged annual workplan of the Executive Board for 2021, which includes daily schedules of the three sessions and informal consultations, supported by a detailed comparative analysis | 2020 Annual Session | The secretariats of the Executive Board of UNDP/UNFPA/UNOPS, in collaboration with the secretariats of the Executive Boards of UNICEF and UN-Women, prepared and submitted to Member States, ahead of the Annual Session 2020, a concrete proposal for a rearranged annual workplan of the Executive Board for 2021, which included daily schedules of the three sessions and informal consultations, supported by a detailed comparative analysis of potential implications on items for decisions, overall costs, efficiency and oversight, with a view to reducing the workload of the second regular session by shifting agenda items among formal sessions. Furthermore, a joint briefing on working methods of the Executive Boards was conducted for the Executive Board members and observers on 28 May 2020. The | Completed  |



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| | | | of potential implications on items for decisions, overall costs, efficiency and oversight, with a view to reducing the workload of the second regular session by shifting agenda items among formal sessions, as appropriate; | | Executive Board adopted decision 2020/13 at the Second Regular Session on working methods, concluding these discussions. | |
| | Working Methods | Executive Board Branch/ Office of Executive Director | Para 5. <i>Further recalls</i> decision 2018/22 and stresses the need to continue to harmonize the consideration of common agenda items across the respective Executive Board agendas and requests the secretariat of the Executive Board of UNDP/UNFPA/UNOPS, in collaboration with the secretariats of the Executive Boards of UNICEF and UN-Women, to reflect it in the proposal of a rearranged workplan for 2021; | Ongoing | The harmonization of common agenda items across the respective Executive Board agendas is ongoing. The secretariat of the Executive Board of UNDP/UNFPA/UNOPS, in collaboration with the Secretariats of the Executive Boards of UNICEF and UN-Women, continues to work on this. | Completed and ongoing  |
| | Working Methods | Executive Board Branch/Office of Executive Director | Para 6. <i>Recalls</i> decision 2018/22 and requests UNDP, UNFPA and UNOPS management to circulate timely written response to the unanswered questions raised at formal sessions of the Executive Board; | Ongoing | UNFPA is committed to continue providing timely written responses to all unanswered questions raised at formal sessions of the Executive Board. | Completed and ongoing  |
| | Working Methods | Executive Board Branch/Office of Executive Director | Para 7. <i>Takes note with appreciation</i> of the current tracking system of the decisions of the Executive Board and requests the secretariat to put the full text of decisions into the system so that Member States have full oversight on follow-up and fulfilment of decisions, starting in 2019. | 2020 Annual Session and Ongoing | UNFPA has updated current tracking systems for 2019, 2020, 2021, 2022 and 2023 with the full text of decisions so that Member States have full oversight on follow-up and fulfilment of decisions. | Completed and ongoing  |


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| Annual Session 2020 (3-5 June 2020) | | | | | | |
| 2020/6 Integrated midterm review and progress report on implementation of the UNFPA strategic plan, 2018-2021: Report of the Executive Director | Annual Report and Strategic Plan | Policy and Strategy Division | Para 1. <i>Notes with appreciation</i> the progress made by UNFPA in achieving the cumulative results of its strategic plan, 2018-2021, and encourages UNFPA to further integrate the United Nations development system reform mandates in the remaining implementation of this strategic plan; | End 2021 | UNFPA implements its country programmes and develops new country programmes that are fully aligned with CCA/UNSDCFs, and works to advance the integration of the UNDS reform mandates across the work of the organization. UNFPA is also actively leading and/or participating in UNCT situation analysis, policy advocacy, planning, and monitoring processes. UNFPA regional and global interventions are guided by the discussions in the Regional Collaborative Platforms and UNSDG Task teams at the global level. | Completed  |
| | Annual Report and Strategic Plan | | Para 2. <i>Welcomes</i> the UNFPA progress towards achieving the strategic plan outputs; | | | No actions required |
| | Annual Report and Strategic Plan | Policy and Strategy Division | Para 3. <i>Urges</i> UNFPA to improve progress towards achieving partially achieved strategic plan outputs and ensure that the fund reflects new methods of achieving these outputs in the next strategic plan; | End 2021 | UNFPA has taken the necessary measures towards achieving the targets of the partially achieved strategic plan outputs. Performance improved in 2021 compared to 2020. UNFPA also prioritized the achievement of these output areas in the new strategic plan 2022-2025. | Completed  |
| | Annual Report and Strategic Plan | Policy and Strategy Division | Para 4. <i>Calls for</i> UNFPA to adopt more ambitious milestones for the outputs of the strategic plan, 2018-2021, which have consistently been overachieved, in order to ensure the targets set remain both realistic and ambitious; | End 2021 | During the midterm review of the Strategic Plan, UNFPA identified 10+ indicators with targets that were updated to reflect a higher level of ambition. UNFPA will closely follow up and analyze all IRRF indicators, to ensure they are both realistic and ambitious. The elaboration of the next SP took this into account. | Completed  |
| | Annual Report and Strategic Plan | Policy and Strategy Division, Division for Management Services | Para 5. <i>Notes</i> the commitment of UNFPA to strengthening its thematic focus on climate change, and requests UNFPA to report to the Executive Board, in the annual report of the Executive Director, on its programming and operational targets, corresponding efforts and results, and through applicable | Annual Session 2021 | Operational targets are reported through the Strategic Plan and in the Executive Director's annual report. UNFPA adopted an Environmental Efficiency Strategy in Feb 2021 in order to achieve the targets set by the Strategy for sustainability management in the United Nations system, 2020-2030 (CEB/2019/1/Add.1). These targets are reflected in the 2022-2025 Strategic Plan IRRF as - 'Proportion of UNFPA country | Completed  |


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| | | | environmental and social standards, to make its programmes and operations consistent with its thematic focus on climate change, as outlined in the midterm review of the strategic plan, 2018-2021; | | offices applying environmental and social standards in programmes in line with United Nations standards (QCPR)'. | |
| | Annual Report and Strategic Plan | Policy and Strategy Division | Para 6. <i>Requests</i> that UNFPA accelerate its efforts to implement the common chapter, together with UNDP, UNICEF and UN-Women, including by developing the necessary tracking framework within the respective integrated results and resources frameworks of their current strategic plans, following the recommendations of the joint report on the evaluability assessment of the common chapter dated 30 March 2020 and in the context of the repositioning of the United Nations development system, and to present a joint update on the progress to the Executive Board at the second regular session 2020; | Second Regular session 2020 | In responding to this request, UNFPA worked closely with UNDP, UNICEF and UN Women in developing the common chapter tracking framework within the respective IRRFs. UNFPA has continued to accelerate its efforts to implement the common chapter in the context of ongoing UN reforms, both in collaboration with the Common Chapter agencies and beyond those agencies. A joint informal by the 4 agencies presented a joint update on the progress in late August 2020. In addition, a joint workshop on 15 December 2020, inter alia, shared lessons on working together. Moreover, on 4 December 2020, the tracking framework on the common chapter of the Strategic Plans was shared with the Executive Board. | Completed  |
| | Annual Report and Strategic Plan | Policy and Strategy Division | Para 7. <i>Welcomes</i> the strong UNFPA commitment to United Nations development system reform, and encourages UNFPA to continue to work closely with United Nations organizations, under the leadership of resident coordinators and in collaboration with the United Nations country team, stakeholders and other development partners, to support country efforts towards the Sustainable Development Goals through the United Nations Sustainable Development Cooperation Framework; | Ongoing | UNFPA remains fully committed to a repositioned United Nations development system, including: (a) ensuring alignment of country programmes and related policies and procedures with the United Nations Sustainable Development Cooperation Frameworks and relevant system-wide frameworks at the regional and global levels; and (b) continued support the Resident coordinator system. | Completed and ongoing  |



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| | Annual Report and Strategic Plan | Division of Communications and Strategic Partnerships, Policy and Strategy Division | Para 8. <i>Welcomes</i> ongoing UNFPA implementation of its Funding Compact commitments, many of which are set for 2021, and encourages UNFPA to retain the high level of ambition of its Funding Compact commitments, and requests that UNFPA continue the practice of providing a written update and informal briefing in the context of the structured funding dialogue, prior to the second regular session 2020, on how the outcomes of the midterm review relate to the effective implementation of the Funding Compact in the remaining period of the strategic plan, 2018-2021; | Second Regular session 2020 | UNFPA's annual report on the Structured Funding Dialogue 2019-2020 details several aspects of the relations between the outcome of MTR and the implementation of the Funding Compact. Additionally, the August 2020 informal session on SFD provided some additional concrete illustrations of this relation in the context of the Strategic Plan. | Completed  |
| | Annual Report and Strategic Plan | Office of Executive Director | Para 9. <i>Takes note</i> of the report on the recommendations of the Joint Inspection Unit in 2019 (DP/FPA/2020/4, Part II) and a slowdown in terms of addressing them, and calls on UNFPA to accelerate efforts towards their implementation, where applicable; | Ongoing | UNFPA remains fully committed to implement JIU recommendations and has made substantial progress in implementing the JIU recommendations in terms of acceptance, implementation - and corresponding validation thereof - of the recommendations. New SOPs have been developed and the Audit Monitoring Committee has been entrusted with the responsibility of monitoring the JIU recommendations. A new departmental JIU sub-focal point system has been introduced and is functioning effectively. | Completed and ongoing  |
| | Annual Report and Strategic Plan | Policy and Strategy Division | Para 10. <i>Approves</i> the proposed adjustments to the UNFPA strategic plan, 2018-2021, based on the findings of the midterm review, which shall be implemented in accordance with Executive Board decision 2017/23; | End 2021 | The adjustments to the SP were made following the mid-term review in accordance with EB decision 2017/23 and have been implemented. | Completed  |
| | Annual Report and Strategic Plan | Policy and Strategy Division, | Para 11. Notes with appreciation the UNFPA response to COVID-19, in line with United Nations system | Second regular | An update in the form of an Information Note on the impact of COVID-19 on UNFPA was shared with the Executive Board in advance of the | Completed |



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| | | Humanitarian Office | efforts, and requests UNFPA to provide an update on the impact of the pandemic on operations beginning at the second regular session in September 2020; | session 2020 | Second Regular Session 2020 and the First Regular Session 2021. Reference has also continued to be made in the statements of the Executive Director to the Executive Board and in various informals. |  |
| | Annual Report and Strategic Plan | Policy and Strategy Division, Humanitarian Office | Para 12. <i>Calls for</i> UNFPA to ensure delivery of the objectives of the strategic plan, 2018-2021, in the context of the COVID-19 crisis, and to continue to work as part of a coordinated international response, with a focus on supporting programme countries to build back better, leaving no one behind. | End 2021 | Since the deactivation of the system-wide COVID-19 response by IASC in January 2021, the response has been fully integrated into the regular interventions of the humanitarian programme cycle and humanitarian response plans at the country level. The COVID-19 crisis in humanitarian countries is far from over and even deteriorating already severe humanitarian situations in some of the crisis countries. UNFPA continues leading SRH and GBV response in coordination with partners under the leadership of humanitarian coordinators on the ground for programme countries to achieve the goals of UNFPA's SP. The inclusion of a humanitarian output in the new SP (2022-2025) is ensuring the streamlining of preparedness and early alerts in country programmes, mitigating thereby negative potential consequences of a similar pandemic or other disasters in the future. | Completed  |
| 2020/7 Midterm review of the UNFPA integrated budget, 2018-2021 | Budget | | Para 1. <i>Welcomes</i> the midterm review of the UNFPA integrated budget, 2018-2021 (DP/FPA/2020/5), aligned with the midterm review of the UNFPA strategic plan, 2018-2021 (DP/FPA/2020/4 (Part 1)); | | | No actions required |
| | Budget | | Para 2. <i>Takes note</i> of the results framework and resource requirements reflected in the revised estimates for the UNFPA integrated budget, 2018-2021, including linkages of results and resources, as contained in document DP/FPA/2020/5; | | | No actions required |
| | Budget | Division for Management Services | Para 3. <i>Welcomes</i> the Report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the midterm review of the UNFPA integrated budget, 2018-2021, and requests UNFPA to implement and report on all ACABQ recommendations, in line with existing reporting mechanisms; | Second regular session 2021 | As per existing process, UNFPA has reported on the implementation of the ACABQ recommendations as part of the integrated budget, 2022-2025 proposal, Annex 3. | Completed  |



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| | Budget | Policy and Strategy Division | Para 4. <i>Calls on</i> UNFPA to continue and accelerate efforts to realize efficiency gains arising from United Nations development system reform initiatives in the remainder of the strategic plan, 2018-2021 period, in line with the General Assembly resolution 72/279 on the repositioning of the United Nations development system, and to redeploy these efficiency gains for development activities, including coordination; | End 2021 | <p>UNFPA will continue to implement the efficiency agenda as a part of the implementation of its Strategic Plan 2022-2025. In this regard, efficiency reporting will be integrated into Strategic Plan reporting. UNFPA will complement its efficiency reporting through its Strategic Plan, by providing additional information and data in the UNDS Reform information note presented to the Executive Board at its annual sessions.</p> <p>UNFPA remains fully committed to improve organizational effectiveness and efficiency within the framework of the Business Operations Strategy (BOS), Local Shared Service Centers (LSSCs), Global Shared Services (GSSs), Common Premises (CP) and bilateral agreements forming operational collaboration within the United Nations system.</p> <p>UNFPA achieved key operational efficiencies in 2022, including an overall operational efficiency gain of \$34.7 million. Of this amount, \$12.7 million were a result of cost savings; \$3.7 million were a result of cost avoidance; and \$18.3 million were a result of staff time reduction. Of the overall operational efficiency gain of \$34.7 million, \$29 million were generated from UNFPA-specific initiatives and \$5.7 million were a result of bilateral initiatives with partner United Nations organizations.</p> | Completed  |
| | Budget | Policy and Strategy Division, Division of Communications and Strategic Partnerships | Para 5. <i>Encourages</i> UNFPA to continue to intensify its dialogue with all Member States to broaden the contributor base and encourage support to regular resources, in line with the Funding Compact of the Secretary-General; | Ongoing | UNFPA is continuing with such efforts, as noted in the recent SFD reports. In addition, UNFPA has updated its data portal, to make country level results data available for all key stakeholders. Furthermore, at the First Regular Session 2021, UNFPA launched its campaign to diversify further its base of core contributors. | Completed and ongoing  |




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| | Budget | | Para 6. <i>Approves</i> the presentation of activities and associated costs reflected in document DP/FPA/2020/5; | | | Noted |
| | | | Para 7. Approves revised gross estimates for the institutional budget, 2018-2021, in the amount of \$738.6 million, noting that these estimates include \$169.2 million for indirect cost recovery from other resources; | | | Noted |
| | | | Para 8. <i>Approves</i> a revised ceiling for global and regional interventions 2018-2021, in the amount of \$162.7 million of the projected regular resources, noting that this amount cannot be exceeded without approval of the Executive Board; | | | Noted |
| | | | Para 9. <i>Recalls</i> Executive Board decision 2015/3, approves a revised amount of \$29.5 million of regular resources for the UNFPA emergency fund, and reaffirms the existing authorization for the UNFPA Executive Director to increase the emergency fund by up to \$2 million beyond the ceiling in a given year if the number and extent of the emergencies so warrant. | | | Noted |
| Second Regular Session 2020 (31 August - 4 September 2020) | | | | | | |
| 2020/10 Reports of UNDP, UNFPA and UNOPS on internal audit and investigations and management responses | Internal Audit and Investigation | | Para 1. Welcomes the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2019; | | | No actions required |
| | Internal Audit and Investigation | | Para 2. Notes with appreciation efforts to implement outstanding audit recommendations from previous reports; | | | No actions required |
| | Internal Audit and Investigation | Office of Audit and Investigation Services | Para 3. Encourages UNDP, UNFPA and UNOPS to work with UNICEF, UN-Women and WFP and agree on harmonized definitions and reporting for audit and investigation matters, where applicable, to provide the Executive Boards with a more coherent overview of findings and results; | Ongoing | The UNFPA Office of Audit and Investigation Services together with counterparts from UNDP, UNICEF, UN-Women and UNOPS has agreed on a final harmonized template for the annual report to the Executive Boards. OAIS adopted the harmonized approach in the preparation of its 2021 Annual Report, which was first presented at the Annual Session in June 2022. | Completed and on-going  |
| | Internal Audit and Investigation | | With regard to UNDP: Para 4. Takes note of the annual report of the Office of Audit and Investigations on internal audit and investigation activities in 2019 (DP/2020/16) and its annexes, and the management response thereto; | | | No actions required |
| | Internal Audit and Investigation | | Para 5. Expresses continuing support for the internal audit and investigation functions of UNDP; | | | No actions required |


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| | Internal Audit and Investigation | | Para 6. Notes the UNDP-Global Environment Facility (GEF) projects under some phase of the Office of Audit and Investigations /Social and Environmental Compliance Unit-managed grievance process and the audits and investigations performed by the Office on the UNDP-GEF portfolio, requests an update from the Office on the status of audit and investigation work and of the grievances reviewed by the Unit, and further requests the Office and UNDP management to present comprehensive reporting on UNDP-GEF-funded projects to the Executive Board during annual reporting on the Office of Audit and Investigations, starting in 2021, and at targeted informal briefings, as needed; | | | No actions required |
| | Internal Audit and Investigation | | Para 7. Urges UNDP to enhance audit and investigation capabilities to oversee GEF-funded projects while preserving audit and investigation capabilities in other areas; | | | No actions required |
| | Internal Audit and Investigation | | Para 8. Takes note of the annual report of the Audit and Evaluation Advisory Committee; | | | No actions required |
| | Internal Audit and Investigation | Office of the Executive Director, Ethics Office, Office of Audit and Investigation Services | With regard to UNFPA: Para 9. Takes note of the present report (DP/FPA/2020/6), the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the UNFPA framework of governance, risk management and control (DP/FPA/2020/6/Add.1), the annual report of the Oversight Advisory Committee (DP/FPA/2020/6/Add.2), and the management response thereto and to the present report; | | | No actions required |
| | Internal Audit and Investigation | Office of the Executive Director, Division for Human Resources | Para 10. Notes with concern the rising number of investigation cases carried over from past years, welcomes that human resources have been strengthened and encourages UNFPA to effectively deploy these resources to reduce the existing caseload; | Ongoing | UNFPA's commitment to provide sufficient resources for the independent internal audit and oversight function is reflected in the steady increase in investments over the years. Even in times of financial challenges and reductions in income during the 2014-2017 and 2018-2021 cycle, UNFPA safeguarded the budgets for the two independent functions and did not reduce their allocations, unlike for other parts of the organization. This is evidenced by an increase of 133% in the Office of Internal Audit and Investigations Services (from \$17.1 million in 2010 to \$39.9 million for 2022-2025). | Completed and on-going  |
| | Internal Audit and Investigation | Office of the Executive Director, Division for | Para 11. Expresses its continuing support for the strengthening of the audit and investigation functions at UNFPA, and for the provision of | Ongoing | UNFPA's commitment to provide sufficient resources for the independent internal audit and oversight function is reflected in the steady increase in investments over the years. Even in | Completed and on-going |




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| | | Human Resources, Office of Audit and Investigation Services | sufficient resources to discharge their mandate; | | <p>times of financial challenges and reductions in income during the 2014-2017 and 2018-2021 cycle, UNFPA safeguarded the budgets for the two independent functions and did not reduce their allocations, unlike for other parts of the organization. This is evidenced by an increase of 133% in the Office of Internal Audit and Investigations Services (from \$17.1 million in 2010 to \$39.9 million for 2022-2025).</p> <p>As requested by the Executive Board in its decision No. 2022/15, OAIS presented to the Board, at its Annual Session in June 2023, how it (OAIS) will utilize its available funds and the budget estimates required for the execution of its full mandate.</p> |  |
| | Internal Audit and Investigation | Office of the Executive Director, Office of Audit and Investigation Services | Para 12. Acknowledges and supports the engagement of the Office of Audit and Investigation Services in joint audit and investigation activities; | Ongoing | OAIS continues its involvement in inter-agency activities in internal audit and investigation where relevant and to the extent of its resources. | Completed and ongoing  |
| | Internal Audit and Investigation | | With regard to UNOPS: Para 13. Takes note of the annual report of the Internal Audit and Investigations Group for 2019 and the management response thereto; | | | No actions required |
| | Internal Audit and Investigation | | Para 14. Takes note of the significant progress made in implementation of audit recommendations; | | | No actions required |
| | Internal Audit and Investigation | | Para15. Takes note of the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the organization's framework of governance, risk management and control; | | | No actions required |
| | Internal Audit and Investigation | | Para16. Takes note of the annual report of the Audit Advisory Committee for 2019. | | | No actions required |
| 2020/11 | Ethics | | Para 1. Takes note of the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2020/17, DP/FPA/2020/7 and DP/OPS/2020/3); | | | No actions required |




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| Reports of the ethics offices of UNDP, UNFPA and UNOPS | Ethics | | Para 2. Notes the progress made by the UNDP Ethics Office in strengthening the ethical culture of UNDP; | | | No actions required |
| | Ethics | | Para 3. Welcomes the continued progress in the work of the UNFPA Ethics Office; | | | No actions required |
| | Ethics | | Para 4. Notes the progress made by the UNOPS Ethics and Compliance Office in strengthening the ethical culture of UNOPS. | | | No actions required |
| | Ethics | | Para 5. Takes note with appreciation of the updates provided for UNDP, UNFPA and UNOPS in the background paper on response to sexual exploitation and abuse and sexual harassment, and notes with appreciation increasing inter-agency cooperation; | | | No actions required |
| | Ethics | Ethics Office, Division for Human Resources, Office of Executive Director, Office of Audit and Investigations Services (OAIS) | Para 6. Notes progress made and the need for continued effort and focus on preventing and taking immediate action on tackling sexual exploitation, abuse and sexual harassment, including ensuring that policies and procedures deliver impact and are resourced sufficiently, and that proposed actions are implemented at country, regional and global levels; | Ongoing | UNFPA continues its efforts, in coordination with UN system entities and the IASC communities. To ensure impact and effectiveness on the ground, UNFPA focuses on several key priorities, including a) bolstering PSEA country mechanisms, b) improving access to quality assistance and, c) strengthening interagency coordination and coherence. In 2021, UNFPA held the IASC PSEAH Championship and implemented several key initiatives under its Championship to strengthen accountability, leadership and coordination on the ground. | Completed and ongoing  |
| | Ethics | Ethics Office, Division for Human Resources, Office of Executive Director, Office of Audit and Investigations Services (OAIS) | Para 7. Requests UNDP, UNFPA and UNOPS to continue to take action to ensure a victim-centred, system-wide and coherent approach at all levels to prevent and tackle sexual exploitation and abuse and sexual harassment, while leveraging their respective mandates, and to address the increased risk of sexual exploitation and abuse and sexual harassment during the COVID-19 response and recovery; | Ongoing | UNFPA's continued focus is to ensure a coherent victim-centred approach in all prevention and response efforts. To this end, UNFPA participates in the CEB Taskforce on SH and collaborates closely with the Office of the Victim Rights' Advocate. UNFPA has taken a number of immediate actions to address the increased risk of SEAH during COVID-19, including providing guidance and technical support for all country offices as well as targeted training and consultations with UNFPA PSEA focal points. | Completed and ongoing  |


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| | | Ethics Office, Division for Human Resources, Office of Executive Director, Office of Audit and Investigations Services (OAIS) | Para 8. Requests UNDP, UNFPA and UNOPS to continue providing updates to the Executive Board on how UNDP, UNFPA and UNOPS are preventing and responding to sexual exploitation and abuse and sexual harassment in its policies, procedures and operations at all levels, taking into account recommendations from the independent review. | Ongoing | Updates continue to be provided as required and in line with decisions. | Completed and ongoing  |
| 2020/12 Joint comprehensive cost-recovery policy | Financial, Budgetary and Administrative Matters | | Para 1. Approves the joint comprehensive cost-recovery policy (DP/FPA-ICEF-UNW/2020/1), including cost-classification categories, methodology and rates, effective 1 January 2022; | | | No actions required |
| | Financial, Budgetary and Administrative Matters | | Para 2. Requests UNDP and UNFPA, in collaboration with UNICEF and UN-Women, to adapt the presentation of the national committees' rates in table 4 of the policy, clarifying that in the case of UNICEF, the 5 per cent rate is applicable only to thematic contributions raised by National Committees; | | | Not applicable as UNFPA does not have national committees |
| | Financial, Budgetary and Administrative Matters | | Para 3. Resolves that the comprehensive cost-recovery policy as outlined in document DP/FPA-ICEF-UNW/2020/1 supersedes the previous cost-recovery policy, including cost-classification categories, methodology and rates; | | | No actions required |
| | Financial, Budgetary and Administrative Matters | Division for Communications and Strategic Partnership | Para 4. Decides that agreements signed prior to 1 January 2022 will be honoured using the existing cost-recovery rates (per Executive Board decision 2013/9) and that new agreements as well as revisions of existing agreements that result in additional/new contributions signed after 1 January 2022, will comply with the rates in the cost-recovery policy as approved in this decision; | Ongoing | UNFPA is complying with the new policy. | Completed and ongoing  |
| | Financial, Budgetary and | Division for management services, | Para 5. Requests UNDP and UNFPA, in collaboration with UNICEF and UN-Women, to | Ongoing | UNFPA continues to comply with the waiver reporting requirements in the ED annual report's Financial and Statistical Review which contains a | Completed and ongoing |


| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
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| | Administrative Matters | Division for Communications and Strategic Partnership | provide harmonized annual reporting on the progress of implementation of the cost-recovery policy as an annex to their respective existing reporting, including the presentation of the financial impact of the harmonized differentiated rates and waivers granted, and to continue including, in line with the policy, inter alia an itemization of each waiver/discount listing the donor name, total contribution, programme name, cost-recovery rate and United States dollar value of the waiver/discount, as well as the resulting effective cost-recovery rates and cost-recovery amounts realized; | | dedicated section on cost recovery reporting, including the waivers. |  |
| | Financial, Budgetary and Administrative Matters | Division for management services | Para 6. Further requests UNDP and UNFPA, in collaboration with UNICEF and UN-Women, to present in a harmonized way in their existing reporting the calculations of the notional cost-recovery rates in their respective integrated budget documents; | Second Regular Session 2021 | UNFPA included the requested information in its Integrated Budget (2022-205) documents. | Completed and ongoing  |
| | Financial, Budgetary and Administrative Matters | Division for management services | Para 7. Requests UNDP and UNFPA, in collaboration with UNICEF and UN-Women, to present a comprehensive review of the cost-recovery policy and its implementation for decision at the second regular session 2024, and further requests UNDP and UNFPA, in collaboration with UNICEF and UN-Women, to organize a joint briefing in 2023 to present a joint timeline for the review and preliminary observations and findings from the | Second Regular Session 2024 2023 | Planned as per the decision. Joint UNDP, UNFPA, UNICEF and UN-Women informal briefings on cost recovery were conducted in Nov 2023, March 2024, June 2024 and August 2024 with a view at ensuring a harmonized and fully consultative process. | Completed  |

| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
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| | | | implementation of the cost-recovery policy. | | | |
| 2020/13 Working methods of the Executive Board | Working Methods of the Executive Board | | Para 1. Takes note with appreciation of the joint paper with concrete proposals for rearranged annual workplans of the Executive Boards for 2021, prepared by the secretariats 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); | | | No actions required |
| | Working Methods of the Executive Board | Executive Board Branch/ Office of the Executive Director | Para 2. Approves the proposed shift in items among formal sessions which seeks to reduce the workload of the second regular session; | | | No actions required |
| | Working Methods of the Executive Board | Executive Board Branch/ Office of the Executive Director | Para 3. Requests the secretariat to ensure that sufficient time is allotted to each session of the Executive Board and each of their items, as well as to the respective informal consultations to enable the Executive Board to exercise its oversight function. | Ongoing | UNFPA, together with the Secretariat of the Executive Board of UNDP/UNFPA/UNOPS, will continue ensuring that sufficient time is allotted to each session of the Executive Board and relevant items, including during the respective informal consultations. Agencies will continue working with the membership of the Board through the Bureau to constantly improve the Board's efficiency and ensure its effectiveness. | Completed and ongoing  |
| 2020/18 UNFPA structured funding dialogue | Structured Funding Dialogue | | Para 1. Takes note of the report on the UNFPA structured funding dialogue 2019-2020 (DP/FPA/2020/9); | | | No actions required |
| | Structured Funding Dialogue | | Para 2. Welcomes the efforts made by UNFPA jointly with UNDP, UNICEF and UN-Women to improve the structured funding dialogues; | | | No actions required |
| | Structured Funding Dialogue | Division of Communications and Strategic Partnerships, Policy and | Para 3. Notes the importance of sufficient and predictable regular (core) resources linked to intended and demonstrated results, which is critical for UNFPA to deliver on the Strategic Plan, 2018-2021, respond | Ongoing | UNFPA conducts an annual campaign for core resources, including individual outreach to each Member States in UN Missions, and in capitals; UNFPA also arranges regional events where core contributions are recognized as the bedrock of UNFPA activities, and visibility is given to core- | Completed and on-going |




| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
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| | | strategy Division | to the coronavirus disease (COVID-19) pandemic and help realize the 2030 Agenda for Sustainable Development, recalls the importance of broadening the contributor base and encourages UNFPA, in line with the funding compact of the Secretary-General, to engage with Member States to consider to prioritize contributing to UNFPA regular resources in a timely and predictable manner; and further encourages UNFPA to continue to make efforts in terms of visibility and recognition of contributions to regular resources; | | <p>contributors and results achieved with core. Additionally, UNFPA management uses all opportunities offered by high level meetings and bilateral discussions with delegations to advocate for core funding.</p> <p>UNFPA also uses the Structured Funding Dialogues with Member States to inform them of core trends, to update them on the progress on broadening the donor base, and to advocate for more core-contributions, and contributors.</p> <p>UNFPA recognizes its core-contributors in publications, on the UNFPA website (donor pages), and in events. Results achieved with core resources in countries and regions are the subject of special publications.</p> |  |
| | Structured Funding Dialogue | Division of Communications and Strategic Partnerships, Policy and strategy Division, Division for management services | Para 4. Requests UNFPA to update the Board ahead of the annual session 2021 and report at the second regular session 2021, as part of the structured funding dialogue, on how UNFPA will mitigate the effects of potential decreases in global official development assistance, including its impact on implementation of the strategic plan; | Annual Session 2021 | A joint UNDP, UNFPA, UNICEF and UN-Women informal SFD was conducted on 7 May 2021, as per this decision. A joint paper was developed to support the dialogue, and shared with the Executive Boards. The report for the 2021 Second Regular Session was shared with the Executive Board in response to this decision. | Completed  |
| | Structured Funding Dialogue | Division of Communications and Strategic Partnerships, Policy and strategy Division, Division for management services | Para 5. Invites UNFPA, as appropriate, to continue its dialogue with Member States with the aim of reaching the funding targets of the strategic plan and the integrated budget and on shifting from highly-earmarked to regular and flexible resources and on prioritizing multi-year pledges, to enable UNFPA to respond to the evolving needs of programme countries in line with the Strategic Plan, 2018-2021; | Ongoing | This is a recurrent subject of UNFPA SFDs, and of joint SFDs with the other Funds and Programmes. These dialogues continue. | Completed and ongoing  |

| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
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| | Structured Funding Dialogue | Division of Communications and Strategic Partnerships, Policy and strategy Division, Division for management services | Para 6. Recognizes the progress made by UNFPA on entity-specific commitments of the funding compact and requests UNFPA to engage with United Nations development system entities and the United Nations Development Coordination Office in the Office's coordination of a further harmonization of these indicators across the United Nations development system while maintaining their entity-specific relevance; | Ongoing | UNFPA's engagement with UNDCO is underway in close collaboration with other relevant UN entities, and in line with relevant directions provided by the ECOSOC Operational Activities Segment. Under UNFPA leadership, an informal inter-agency working group on Structured Funding Dialogues was created, with a focus on inter-agency coordination, harmonization and alignment on funding/financing issues, in line with the Funding Compact. | Completed and ongoing  |
| | Structured Funding Dialogue | Division of Communications and Strategic Partnerships, Policy and strategy Division, Division for management services | Para 7. Notes the lack of a commonly agreed definition for 'joint activities' and requests UNFPA to engage with United Nations development system entities and the United Nations Development Coordination Office in the Office's coordination of the formulation of a system-wide definition of joint activity expenditures undertaken by the United Nations development system entities that accurately reflects the cooperation taking place among UNDS entities on joint development activities; | Ongoing | Under DCO leadership, through the inter-agency forum on Programme Development and Results, of which UNFPA was a part of, it was agreed and endorsed by UNSDG Principals for the <i>Guidance Note on a New Generation of Joint Programmes</i> that 'joint activity' will be defined as Joint Programme. This is in-line with how UNFPA has previously been reporting on this indicator. | Completed  |
| | Structured Funding Dialogue | Division of Communications and Strategic Partnerships, Policy and strategy Division, Division for management services | Para 8. Requests UNFPA to continue to support full implementation of the Business Operations Strategy across all United Nations country teams by 2021; | 2021 | All UNFPA field offices have a Business Operations Strategy in place. | Completed  |

| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
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| | Structured Funding Dialogue | Division of Communications and Strategic Partnerships, Policy and Strategy Division | Para 9. Requests UNFPA to present in future structured funding dialogue reports how the planned and actual allocation of resources to thematic funds contributes to the achievement of the results of the strategic plan. | Second Regular Session 2021 | This presentation was included in the 2021 Structured Funding Dialogue report and the presentation. | Completed  |
| 2020/19 UNFPA evaluation | Evaluation | | Para 1. Takes note of the annual report on the evaluation function, of the evaluation of the UNFPA capacity in humanitarian action, and of the programme of work and budget of the Evaluation Office in 2020; | | | No actions required |
| | Evaluation | | Para 2. Welcomes the efforts made by UNFPA and the progress achieved in strengthening the evaluation function, in actively contributing to United Nations system-wide evaluation efforts, and in fostering national evaluation capacity development; | | | No actions required |

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| | Evaluation | Policy and Strategy Division | <p>Para 3. Encourages UNFPA to strive to progressing towards an allocation of at least 1.4 per cent and up to 3 per cent of its total programme expenditure to the evaluation function, as embedded in the UNFPA Evaluation Policy of 2019;</p> | Ongoing | <p>UNFPA’s commitment to provide sufficient resources for the evaluation function is reflected in the steady increase in investments over the years. Even in times of financial challenges and reductions in income during the 2014-2017 and 2018-2021 cycle, UNFPA safeguarded the budgets for the two independent functions and did not reduce their allocations, unlike for other parts of the organization. This is evidenced by an increase of over 308% in the Evaluation Office (from \$4.2 million in 2010 to \$17.2 million for 2022-2025).</p> <p>UNFPA has provided additional resources for the evaluation function in its Integrated Budget 2022-2025 proposal which was approved by the Executive Board. In addition, the quadrennial budgeted evaluation plan (QBEP) 2022-2025, includes funding for all planned centralized and high level and strategic evaluations. UNFPA has further strengthened the financial ring-fencing mechanism to support the implementation of regional and country programme evaluations.</p> <p>Mirroring the rising income of the organization, the expenditure on evaluation nearly tripled between 2014 and 2022. In relative terms, the 2022 expenditure on evaluation represents 0.80 per cent of the total UNFPA programme expenditure. Although the ratio is below the evaluation policy norm of 1.4 per cent to 3% of the total programme budget for the evaluation function, in real terms, the total expenditure on evaluation function in 2022 increased by 7 per cent over 2021 (\$9.03 million). Overall, the expenditure for the evaluation function in 2022 amounted to \$9.7 million, the highest amount ever spent in the evaluation function.</p> <p>In terms of economies of scale, as the income of the organization grows, the proportion of spending on evaluation will conversely decrease, even with nominal growth and additional investments. Thus,</p> | <p>Completed and on-going</p>  |
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| | | | | | <p>the relative decrease in the ratio of evaluation expenditure is reflective of the increased total programme expenses in 2022.</p> <p>Further proposals will be included in the new evaluation policy to be presented to the Board for approval at the first regular session 2024.</p> | |
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| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
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| | Evaluation | Policy and Strategy Division, Evaluation Office | Para 4. Reaffirms the role played by the evaluation function and underscore the importance of high-quality, independent evaluative evidence in the context of the UNFPA strategic plan, 2018-2021, and its contribution to the implementation of the 2030 Agenda for Sustainable Development, and to a principled, efficient and timely response to the existing humanitarian needs; | 2021 | The Evaluation Office has sought to direct its efforts toward major strategic issues and continued to deliver timely, high quality and relevant evaluation evidence on issues of highest relevance to UNFPA's organisational effectiveness and efficiency. A transitional quadrennial budgeted evaluation plan (QBEP), 2020-2023, was developed to ensure ongoing alignment with the UNFPA strategic plan (2018-2021) priorities. More importantly, in view of changing needs and expectations in humanitarian and security situations, the Evaluation Office has expanded the coverage and quality of humanitarian evaluations, including through partnership with the IASC inter-agency humanitarian evaluation mechanism. | Completed  |
| | Evaluation | Policy and Strategy Division | Para 5. Acknowledges the conclusions reached by the evaluation offices of UNDP, UNFPA, UNICEF and UN-Women in their evaluability assessment of the common chapter, and requests management, in consultation with the independent evaluation offices, to develop the necessary tracking framework within the respective integrated results and resources frameworks of their current strategic plans, following the recommendations of the joint report on the evaluability assessment of the common chapter, dated 30 March 2020; | Ongoing | UNFPA, together with UNDP, UNICEF and UN Women has developed the Common Chapter tracking framework, in consultation with the independent evaluation offices of the four agencies. This has been shared with the Board. | Completed  |
| | Evaluation | Policy and Strategy Division, Humanitarian Response Division | Para 6. Welcomes the management response to the evaluation of the UNFPA capacity in humanitarian action and requests UNFPA to track and monitor progress of work outlined in the management response against the evaluation's | Annual Session 2021 | UNFPA is making progress in implementing the evaluation recommendations, under the leadership of the newly-renamed Humanitarian Response Division, to strengthen its preparedness and response capacity. A number of recommendations have been implemented, including: implementing a comprehensive corporate approach on | Completed and ongoing  |

| Decision | Category | Responsible division(s) | Request | Deadline | Progress and follow-up action | Status |
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| | | | <p>recommendations, and to share this progress with the Executive Board at the annual session 2021, including an update on the impacts of COVID-19 on the implementation of recommendations.</p> | | <p>preparedness for supplies, preparing a humanitarian supplies strategy, conducting an assessment and case studies on Leaving No One Behind (LNOB), finalizing the UNFPA Disability Inclusion Strategy (2021-2023), completing the survey of knowledge and capacity on protection from sexual exploitation and abuse, and developing The Youth Peace and Security- A Programming Handbook.</p> <p>Specific actions UNFPA has been taking under the Humanitarian Capacity Development Initiative include: strengthening its humanitarian supplies and supply chain management functions; strengthening its human resource management and humanitarian leadership development functions; ensuring the organization’s humanitarian function is appropriately resourced to ensure delivery of the expected results on the ground; and ensuring timely and effective communication on humanitarian needs and deliveries. A fuller update on progress on implementing the evaluation’s recommendations was included in the humanitarian annex to the Executive Director’s annual report to the Board, which was posted online in advance of the 2023 Annual Session, as well as in the same annex posted in advance of the 2022 and prior Annual Sessions too. A third briefing to the Board on humanitarian action took place in January 2023, following those in January 2022 and January 2021.</p> | |