EXECUTIVE BOARD DECISION TRACKING TABLE FOR 2025

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 2023 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 2025						
2025/1 Reports of the UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2023			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;			No actions required
			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;			No actions required
			3. Notes the progress made by UNDP, UNCDF, UNFPA and UNOPS in closing open audit recommendations;			No actions required
			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;			No actions required
			5. Recalls its decision 2024/1 and encourages UNDP, UNCDF, UNFPA, and UNOPS to include a statement of internal controls in their financial reports;			No actions required
	Recommendations of the Board of Auditors	Executive Board Branch/OED	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;	On-going	While in the past UNFPA already ensured that, when possible, a representative from the Board of Auditors attended informal consultations on the reports of the Board of Auditors, in the future,	Completed and on-going ●

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					UNFPA will ensure full compliance with this decision.	
			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;			No actions required
	Recommendations of the Board of Auditors	Humanitarian Response Division	*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;	On-going	The joint work plan implementation for UNFPA's Humanitarian Supply Strategy (HSS) is underway, and workplan activities are progressing in line with the implementation plan. As 2025 marks its concluding year, HRD will establish a structure for the final report of the HSS. The fast-track procedures have been archived following the adoption of the new UNFPA Policies and Procedures for Emergency Response (EPPs), effective 1 March 2025. The EPPs establish a structured and time-bound process for emergency classification and activation, incorporating risk assessment as a core element. The EPPs embed a risk-informed, "no regrets" approach aligned with UNFPA's Enterprise Risk Management (ERM) framework. UNFPA is in the process of finalizing the revised guidance for the Minimum Preparedness Actions (MPAs) which will introduce a structured process for categorizing risk levels (low, medium, high) based on likelihood and impact, and link each level to appropriate preparedness measures. All country offices are required to implement MPAs	Completed and on-going 🟢

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					as a baseline to enhance CO response and preparedness capacity. For contexts assessed as high risk, Advanced Preparedness Actions (APAs) and contingency planning are recommended, ensuring risk-informed preparedness in line with IASC guidance. The Supply Chain Management Unit (SCMU) has completed its realignment, designed to strengthen the following key areas: (i) demand and supply elements of family planning, (ii) logistics management, (iii) product quality assurance, (iv) risk management, and (v) communications. This strategic enhancement is designed to ensure that life-saving reproductive health products reach those in need more effectively and efficiently. In 2024, the Supply Chain Management Unit successfully developed a new SCMU strategy (2024-2029) which enables SCMU to play a critical role as a fit-for-purpose unit leading up to the next strategic plan (2026-2029) and achieve enhanced humanitarian supplies intervention through contingency planning, global and regional pre-positioning, and supply chain resilience in disaster-prone areas; an updated Last Mile Assurance (LMA) process to reflect evolving business processes, with a focus on developing and monitoring annual work plans and risk assessments that will feed into systems strengthening initiatives. Additionally, the strategy	

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					also aims at building financial sustainability for SCMU by benchmarking costing strategies, analyzing costs and identifying areas for improvement so that SCMU can optimize financial resources, ensuring the long-term viability and impact of SCMU to serve UNFPA and the SRH ecosystem. SCMU is also developing and rolling out the new Shipment Tracker module (Quantum Plus) to manage inventory movements and provide reporting functionality. It will be followed by a comprehensive inventory management module in 2025, covering end-to-end processes from planning to last mile assurance.	
			With regard to UNOPS: 9. Notes with concern the findings in the 2023 Board of Auditors report (A/79/5/Add.1) 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;		No actions required
			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;		No actions required
			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.		No actions required
2025/2 Update on the assessment of how 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		No actions required

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executes its governance and oversight functions			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;			No actions required
		Executive Board Branch	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.	On-going	An agenda item for decision on the progress of the consideration of the Joint Inspection Unit will remain on the Executive Board workplan until decided otherwise.	Completed and on-going 🟢
2025/3 UNDP, UNFPA and UNOPS updates on enterprise risk management and critical risks of strategic importance			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;			No actions required
			2. Encourages the organizations to align the structure, content and scope of the individual reports to increase transparency and comparability;			No actions required
	Risk Management	Office of the Executive Director	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;	Second Regular Session 2025	UNFPA has embedded risk-informed strategic planning and resource allocation in the updated Accountability Framework which establishes "risk-informed strategic planning and resource planning" as a core preventative control, positioning ERM as a routine part of corporate planning cycles	In Progress 🟡
			4. Acknowledges the complex operating contexts for the agencies and emphasizes the need to regularly review their risk profiles;		Implementation in progress – policy foundation completed	No actions required

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	Risk Management	Office of the Executive Director	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;		UNFPA has laid the policy and system groundwork to meet the Board's request that future joint risk-management reports cover the five information points. Work on the digital interface with the Quantum+ ERM and corporate risk-integration metrics is underway for completion sometime in 2026 or beyond.	In Progress
			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;			No actions required
			7. Emphasizes that internal factors such as, organizational culture, should be part of any risk assessment by the agencies;			No actions required
			8. Welcomes the focus of agencies on managing fraud to attain their objectives and fulfil their mandates;			No actions required
			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;			No actions required
			10. Expects communication and consultation about risks at any time if they exceed the agencies' risk appetite and ability to manage those risks;			No actions required
			11. Emphasizes the importance of regularly updating the enterprise risk management documents to ensure they remain effective tools for risk management;			No actions required

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			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.			No actions required
2025/4 Joint update on organizational culture			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;			No actions required
			2. Underlines that organizational culture impacts effective and efficient delivery of the strategic plans, internal accountability, risk management, and protection from sexual exploitation, abuse and sexual harassment;			No actions required
			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;			No actions required
			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;			No actions required
			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;			No actions required
	Human Resources	Division for Human Resources	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;	First regular session 2026 and onwards	UNFPA, together with UNDP and UNOPS, have already reported at the first regular session on the impact of its work on organizational culture and will continue to do so at future first regular sessions.	Completed and on-going 🟢
			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;			No actions required

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			8. Urges UNDP, UNFPA and UNOPS to continue to strengthen people management skills of all personnel in supervisory and management roles;			No actions required
			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.			No actions required