




## 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 2025 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
<b>First regular session 2025</b>						
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;	Ongoing	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, UNFPA will ensure full compliance with this decision.	<b>Ongoing</b> ●
			<i>With regard to UNDP:</i> 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



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	Recommendations of the Board of Auditors	Humanitarian Response Division	<p><i>With regard to UNFPA:</i></p> <p>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;</p>	Ongoing	<p>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.</p> <p>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.</p> <p>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 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.</p>	<p><b>Ongoing</b></p> 




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					<p>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.</p> <p>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 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.</p>	


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					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.	
			<i>With regard to UNOPS:</i>			No actions required
			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 executes its governance and oversight functions			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;			No actions required
			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.	Ongoing	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.	<b>Ongoing</b> 


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2025/3 UNDP, UNFPA and UNOPS updates on enterprise risk management and critical risks of strategic importance	Risk Management	Office of the Executive Director	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
			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.	<b>Completed</b> 
			4. Acknowledges the complex operating contexts for Implementation in progress – policy foundation completed the agencies and emphasizes the need to regularly review their risk profiles;			No actions required
	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;	First Regular Session 2026	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.	<b>In Progress</b> 
			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


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2025/4 Joint update on organizational culture			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	
			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	
				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.	<b>Ongoing</b> 
				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
				8. Urges UNDP, UNFPA and UNOPS to continue to strengthen people management skills of all personnel in supervisory and management roles;			No actions required



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			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
<b>Annual session 2025</b>						
2025/8 Update on implementation efforts on the repositioning of the United Nations development system			1. <i>Welcomes</i> 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;			No actions required
			2. <i>Welcomes</i> 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;			No actions required
			3. <i>Recalls</i> decision 2024/8 and reaffirms its strong commitment to the United Nations development system reform;			No actions required
			4. <i>Requests</i> 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;	Ongoing	UNFPA remains fully committed to contributing to and cooperating with the UNCT configuration exercises. In parallel, UNFPA is actively engaged in the ongoing revision of the Management and Accountability Framework (MAF) to help address challenges related to UNCT configuration, especially in countries where UNFPA does not lead or co-lead CF outcome areas, or where it has limited access to influence key mandate areas.	<b>Ongoing</b> 
			5. <i>Requests</i> UNDP, UNFPA and UNOPS to intensify their efforts to contribute to system-wide and interagency 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;	Ongoing	UNFPA continues to lead in operational transformation. As co-chair of the UNSDG Business Innovation Group (BIG), UNFPA is driving a system-wide shift toward scaled collaboration and shared services. In 2024 alone, UNFPA generated \$14.7 million in operational efficiencies. As one of the UN's most engaged service recipients, UNFPA is leading by example as it outsources four of the five global priority shared services and is eagerly awaiting the creation of	<b>Ongoing</b> 


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					additional services to generate further efficiencies. UNFPA is fully engaged in the implementation of the prioritized six Common Back Offices in high-volume locations. As part of its HQ optimization efforts, UNFPA is also leveraging the Common Back Office in Kenya for its Programme Division and Independent Evaluation Office.	
			6. <i>Reiterates</i> its expectation that UNDP, UNFPA and UNOPS pay their full cost-sharing contributions in support of the resident coordinator system;	Ongoing	UNFPA has fully met its full cost-sharing contributions in support of the Resident Coordinator system for both 2024 and 2025, and remains committed to sustaining its contributions moving forward.	<b>Ongoing</b> 
			7. <i>Recalls</i> 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;	Ongoing	UNFPA has consistently ensured each of its CPDs is fully aligned with the UNSDCF and formally signed off by the Resident Coordinator. CPDs remain critical instruments for ensuring accountability to the Executive Board, delivering on UNFPA's mandate, and providing tailored support to national needs. UNFPA will continue to work closely with RCs including by informing them of new programme and financial agreements signed in support of CPD implementation, in line with the MAF.	<b>Ongoing</b> 
			8. <i>Requests</i> 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;	Ongoing	UNFPA is a strong contributor to joint programming, as evidenced by the fact that UN-to-UN transfers represent such a large source of non-core funding. This highlights both the value of inter-agency collaboration and the strategic importance of maintaining an active role in joint programming and pooled financing mechanisms. Building	<b>Ongoing</b> 


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					on past experiences, UNFPA will continue to strengthen its efforts to scale up joint programming in the next Strategic Cycle, in line with the 2024 QCPR.	
			9. <i>Requests</i> UNDP, UNFPA and UNOPS to adhere to all elements of the management and accountability framework and to constructively engage in its review.	Ongoing	UNFPA has consistently worked to align with the MAF and is closely engaging with the Development Coordination Office (DCO) in its ongoing revision in order to make the MAF shorter, sharper, and clearer; reinforce a functioning and effective dual accountability mechanisms; and reduce transaction costs and compliance-focus while strengthening implementation.	<b>Ongoing</b> 
2025/9 Reports of UNDP, UNFPA and UNOPS on internal audit and investigation activities in 2024, and management responses			1. <i>Takes note</i> 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;			No actions required
			2. <i>Also takes note</i> 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;			No actions required
			3. <i>Expresses</i> 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;			No actions required
			4. <i>Takes note</i> of the progress made in implementing recommendations, and encourages UNDP, UNCDF, UNFPA and UNOPS to ensure full and timely implementation of all audit recommendations;			No actions required
			<i>With regard to UNDP:</i> 5. <i>Takes note</i> 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;			No actions required
			<i>With regard to UNFPA:</i> 6. <i>Takes note</i> 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;			No actions required




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			7. <i>Expresses</i> 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;			No actions required
			<i>With regard to UNOPS:</i> 8. <i>Takes note</i> 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;			No actions required
			9. <i>Calls on</i> UNOPS to explore ways to further refine and improve internal justice mechanisms to enhance a culture of accountability;			No actions required
			10. <i>Notes with appreciation</i> and supports the contributions of IAIG to building a culture of accountability and trust within UNOPS.			No actions required
2025/10 Reports of the ethics offices of UNDP, UNFPA and UNOPS on activities in 2024, and management responses			1. <i>Takes note</i> 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;			No actions required
			2. <i>Welcomes</i> the continued progress made by the ethics offices of UNDP, UNFPA and UNOPS in promoting and strengthening the ethical culture within their respective organizations;			No actions required
			3. <i>Expresses</i> 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;			No actions required
			<i>With regard to UNOPS:</i> 4. <i>Recalls</i> 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.			No actions required
2025/11 <b>Joint update on protection against sexual exploitation and abuse and sexual harassment</b>			1. <i>Takes note</i> of the updates provided by UNDP, UNFPA and UNOPS on actions to prevent and respond to sexual exploitation and abuse and sexual harassment;			No actions required
			2. <i>Urges</i> 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;			No actions required
			3. <i>Requests</i> 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;	Ongoing	UNFPA's continued focus is to ensure a coherent victim/survivor-centred approach in all SEAH prevention and response efforts, as well as in GBV service provision and case management in support of all victims/survivors.  UNFPA launched its first PSEAH Strategy in 2024 which includes a strategic pillar that ensures survivor-centered standards are embedded across all PSEAH efforts, and that the Organization's PSEAH approach is evidence informed.	<b>On-going</b> 



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					UNFPA co-leads two workstreams on behalf of the IASC Technical Advisory Group: the Practitioner's group (focused on build a service-provider-led set of standards ensuring survivor support and victim assistance is grounded in good practice), and the SEAH Prevention group, working to promote evidence-informed and standardized SEAH prevention actions across programs and operations within the aid sector).	
			4. <i>Requests</i> 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;	Ongoing	UNFPA, UNDP, and UNOPS are working to expand existing collaboration across interagency efforts - including through the Implementing Partner Protocol Working Group, across several IASC PSEA Technical Advisory Group (TAG) workstreams (including the Practitioners Working Group, the Prevention Working Group for the IASC TAG, and the CEB Executive Group Addressing SH Workstream on Monitoring and Measuring Impact), and country-level interagency PSEA Networks - focused on joint assessments, capacity building of implementing partners, and enhancing community engagement.	<b>Ongoing</b> 
			5. <i>Welcomes</i> 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;			No actions required
			6. <i>Encourages</i> 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;			No actions required
			7. <i>Recalls</i> 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.			No actions required

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2025/12 Addressing racism and racial discrimination			1. <i>Takes note</i> of the joint updates provided by UNDP, UNFPA and UNOPS on efforts to address racism and racial discrimination within their respective organizations;			No actions required
			2. <i>Requests</i> UNDP, UNFPA and UNOPS to continue taking concrete efforts in this regard, including at country level;	Ongoing	UNFPA is deeply committed to cultivating a safe, value-driven working environment that prevents, responds and addresses all forms of discrimination and creates equal opportunities for all. In line with this commitment and rooted in international human rights law, including the International Convention for Elimination of Racial Discrimination, which calls for the elimination of racism and racial discrimination, and in line with Article 1 of the United Nations Charter, on promoting and encouraging respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language, or religion, and in recognition of the recommendations in the JIU note on the “Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness”; UNFPA continue to take steps to ensure a discrimination free environment for all personnel is promoted and maintained.	Ongoing 
			3. <i>Notes</i> 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	Ongoing	UNFPA is continuously working on strengthening its efforts to combat racial discrimination and cooperating with other agencies on the implementation of the wider JIU recommendations.  As recommendations 1 and 4 are outside the exclusive remit of UNFPA, these will be implemented when a more	Ongoing 



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			Executive Board decision 2024/10, paragraphs 13 and 14, including through enhanced cooperation through formal inter-agency coordination;		<p>formal directive is mandated by the HLCM.</p> <p>UNFPA established a set of categories for voluntary self-identification in 2021, through the EDGEplus Diversity Survey. UNFPA utilizes a set of categories based on the ethnic regional origins that differ from the proposed classification system of racial categories recommended by the JIU. UNFPA employs this expanded set of categories for voluntary self-identification due to the insight garnered through these aforementioned evaluations. UNFPA has found that any approach to develop resources on anti-racism and to address racism and other forms of discrimination in the workplace must be from the perspective that UNFPA personnel, regardless of their identity or background, are able to be fully present in the workplace and to contribute to their full potential and capacity.</p>	
			4. <i>Requests</i> 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;	Ongoing	<p>UNFPA is monitoring the ongoing processes and practices to continuously foster an environment free from discrimination.</p> <p>UNFPA played a key role in the HLCM's Working Group on Diversity, Equity and Inclusion, contributing to the system-wide adoption of seven values and principles in 2023.</p> <p>In 2025, UNFPA will prioritize workplace inclusion, combating racism and "othering" based on race, ethnicity, gender, religion, and socioeconomic status. This aims to ensure dignity, respect, and equity for personnel,</p>	<p><b>Ongoing</b></p> 




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					driving systemic change through enhanced awareness in the workplace and programs.	
			5. <i>Requests</i> 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;	Ongoing	<p>UNFPA reaffirms its ongoing commitment to this recommendation, and to further enhance this approach according to the principles of the United Nations Charter, the Staff Regulations and pertinent General Assembly resolutions, aiming to secure the highest standards of efficiency, competence and integrity, while giving due regard to recruitment on as wide a geographical basis as possible and to advancing gender parity.</p> <p>UNFPA established a set of categories for voluntary self-identification in 2021, through the EDGEplus Diversity Survey. UNFPA utilizes a set of categories based on the ethnic regional origins that differ from the proposed classification system of racial categories recommended by the JIU. UNFPA employs this expanded set of categories for voluntary self-identification due to the insight garnered through these aforementioned evaluations. UNFPA has found that any approach to develop resources on anti-racism and to address racism and other forms of discrimination in the workplace must be from the perspective that UNFPA personnel, regardless of their identity or background, are able to be fully present in the workplace and to contribute to their full potential and capacity.</p>	Ongoing 
			6. <i>Calls on</i> UNDP, UNFPA, UNOPS to ensure the provision of dedicated resources to address racism and racial discrimination, in line with	Ongoing	UNFPA has implemented recommendation 3 put forward by the JIU.	Ongoing



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			recommendation 3 of JIU/NOTE/2022/1Rev.1;		<p>UNFPA is clear in its commitment to develop an equitable and inclusive workplace and continues to dedicate resources in this regard.</p> <p>In response to JIU recommendation 3, in 2020, the Executive Committee leadership and senior management of UNFPA has demonstrated their commitment to set the “tone at the top” by endorsing strategic initiatives conducted globally to engage the organization.</p> <p>These include discussions with external speakers on anti-racism and Black health, leadership dialogues on power and health equity, and a joint discussion with OED on human rights and intersectional racism. These efforts aim to build the capacity of leadership and management to support this crucial work.</p> <p>UNFPA welcomes inter-agency cooperation in finding synergies and ways to maximize these initiatives.</p>	
			7. <i>Requests</i> 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;	Ongoing	UNFPA will leverage the EDGE and Global Staff Surveys to benchmark progress against prior cycles. Integrating these findings with the results of the ongoing culture audit will provide targeted action plans.	<b>In Progress</b> 
			8. <i>Urges</i> 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	Ongoing	UNFPA will continue to work with the HLCM and other UN entities to establish a system-wide mechanism. UNFPA is clear in its commitment to develop an equitable and inclusive workplace.	<b>Ongoing</b> 




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			(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. <i>Decides</i> 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.	First Regular Session 2026	As requested by the Executive Board, UNFPA submitted at the first regular session 2026 a report detailing actions taken on addressing racism and racial discrimination.	Completed 
2025/17 Progress report on the implementation of the UNFPA Strategic Plan, 2022-2025			1. <i>Takes note of</i> 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));			No actions required
			2. <i>Notes</i> the progress made by UNFPA in achieving the results of its Strategic Plan, 2022-2025, during the penultimate year of its implementation.			No actions required
2025/18 Annual report of the UNFPA Evaluation Office 2024 and management commentaries			1. <i>Takes note of</i> 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;			No actions required
			2. <i>Welcomes</i> the progress and achievements of the evaluation function, including its continued adaptability and responsiveness to local contexts and new and emerging global challenges;			No actions required
			3. <i>Takes note of</i> the contributions of UNFPA to United Nations inter-agency and system-wide evaluation efforts, as well as to fostering national evaluation capacity development;			No actions required
			4. <i>Encourages</i> the Independent Evaluation Office to continue investing in innovative practices, including the responsible use of artificial intelligence;			No actions required
			5. <i>Calls on</i> the Independent Evaluation Office to maintain the same level of performance in its new configuration and location in Nairobi;	On-going	The relocation process is on track, with 80 per cent of the IEO staff members now in Nairobi and the remaining expected to relocate by the end of September 2025.	On-going 

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					<p>To ensure continuity and a seamless transition, all vacant positions have been filled with the exception of the Director's post. The Director's contract has been extended to ensure continuity and allow for a handover period with the incoming Director. UNFPA strategically filled the two vacant advisor positions within the IEO with candidates who have extensive evaluation experience within UNFPA, leveraging their institutional knowledge. The institutional budget for 2026 has been reflected in the new proposed Integrated Budget, covering all 10 staff positions. This ensures that the IEO is fully resourced to continue performing at the same high level as prior to the relocation.</p> <p>Looking ahead, the IEO is committed to enhancing its efficiency. IEO is piloting the use of artificial intelligence (AI) for evaluation quality assessment, exploring new evaluation management modalities, and consolidating new planning and budgeting systems to prioritize the most strategic centralized and decentralized evaluations. The IEO is also considering new formats for evaluation reports to improve timeliness, accessibility and utility.</p>	
			<p>6. <i>Encourages</i> UNFPA to continue strengthening the capacity of the decentralized evaluation function and humanitarian evaluations;</p>			<p>No actions required</p>
			<p>7. <i>Expresses</i> 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.</p>			<p>No actions required</p>

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<b>Second Regular Session 2025</b>						
<b>2025/22</b> <b>Update on the assessment of how the Executive Board executes its governance and oversight functions</b>			1. <i>Recalls</i> 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);			No actions required
			2. <i>Further recalls</i> 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;			No actions required
			3. <i>Welcomes</i> the update of the joint working group presented at the second regular session 2025;			No actions required
			4. <i>Requests</i> 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;			No actions required
			5. <i>Encourages</i> 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;			No actions required
			6. <i>Requests</i> UNDP, UNFPA and UNOPS, including their independent offices, to provide timely analytical and technical support to the joint working group, upon its request;	Ongoing	UNFPA management and the UNFPA independent offices, will continue to support the working group as requested.	<b>Ongoing</b> 
			7. <i>Reiterates</i> 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.	Ongoing	The UNFPA Executive Board Branch will continue to provide information and support services to support the working group as requested.	<b>Ongoing</b> 
<b>2025/27 UNFPA Strategic Plan, 2026-2029</b>			1. <i>Notes with appreciation</i> 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;			No actions required
			2. <i>Notes</i> 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;			No actions required

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
			3. <i>Endorses</i> 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;			No actions required
			4. <i>Notes</i> 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			No actions required
			5. <i>Requests</i> 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;	Until 2029	UNFPA has started implementation of the 2026-2029 Strategic Plan. In implementing the Strategic Plan, UNFPA remains committed to work in accordance with the ICPD Programme of Action, remaining consistent with international rules and commitments, and in conformity with universally recognized international human rights. UNFPA will ensure that all country programmes are implemented in accordance with this decision.	<b>In Progress</b> 
			6. <i>Acknowledges</i> 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;	Until 2029	The principle of national ownership is at the core of UNFPA Country Programmes. UNFPA remains fully committed to ensuring that this principle is fully adhered to. In line with this, UNFPA is in the process of updating its country programme development guidance, which will further ensure that all country programmes are implemented in line with national priorities and needs, taking into account national legislation and context.	<b>In Progress</b> 
			7. <i>Requests</i> 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,	Until 2029	UNFPA will continue to include joint results through implementation of the 2026-2029 Strategic Plan.	<b>In Progress</b> 

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			identified through common and complementary indicators.			
<b>2025/28 UNFPA integrated budget, 2026-2029</b>			1. <i>Takes note</i> of the UNFPA integrated budget, 2026-2029 (DP/FPA/2025/10), and its annexes, including the related results and resources framework;			No actions required
			2. <i>Approves</i> the UNFPA integrated budget, 2026-2029, with its related presentation of activities and associated costs, as reflected in document DP/FPA/2025/10;			No actions required
			3. <i>Approves</i> 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;			No actions required
			4. <i>Notes</i> 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;			No actions required
			5. <i>Approves</i> \$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;			No actions required
			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;			No actions required
			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;	Annual Session 2028	In line with what was done for previous cycles, UNFPA will present the midterm review of the Strategic Plan and Integrated Budget 2026 -2029 at the Executive Board annual session in 2028.	<b>In Progress</b> 
			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;	First Regular Session 2026	UNFPA presented its management response during the Executive Board informal session held on January 21, 2026.	<b>Completed</b> 
			9. Further requests UNFPA to update the Executive Board on its management responses to the	Ongoing	UNFPA will endeavour to present its management response in advance of the consideration of relevant agenda items	<b>Ongoing</b>

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			ACABQ recommendations in advance of the consideration of relevant agenda items on integrated budget documents;		on integrated budget documents going forward.	
			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.	Advance of First Regular Session 2026	UNFPA has continued its efforts to keep the Board engaged in and informed on its transformation initiatives. In line with the decision, it has provided the Executive Board with an update on its business model review, including organizational restructuring, headquarters optimization, staffing changes, and the related financial implications, during an informal briefing held on 20 January 2026.	<b>Completed</b> 
<b>2025/29 Report on the UNFPA structured funding dialogue, 2024-2025</b>			1. Takes note of the report on the UNFPA structured funding dialogue, 2024-2025 (DP/FPA/2024/11);			No actions required
			2. Notes the importance of sufficient and predictable regular (core) resources for UNFPA to deliver on its mandate;			No actions required
			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;			No actions required
			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;			No actions required
			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;			No actions required
			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;	Second Regular Session 2026	UNFPA will continue, as part of the interagency work on cost recovery, to inform the Executive Board of all aspects of implementation of the joint cost-recovery policy including any challenges encountered.	<b>In Progress</b> 
			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.			No actions required

