






EXECUTIVE BOARD DECISION TRACKING TABLE FOR 2019


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 2019 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 2019 (21-25 January 2019)						
2019/1 Revised UNFPA evaluation policy	Evaluation		Para 1. Welcome the revised evaluation policy (DP/FPA/2019/1);			No actions required
			Para 2. Endorses the 2019 evaluation policy;			No actions required
			Para 3. Reaffirms the role played by the evaluation function at UNFPA and underscores the importance of high-quality independent evaluation evidence in supporting the UNFPA strategic plan, 2018-2021 in accelerating the implementation of the 2030 Agenda for Sustainable Development;			No actions required
	Evaluation	Evaluation Office	Para 4. <i>Requests</i> that UNFPA and the Evaluation Office always seek out opportunities with other United Nations agencies for joint evaluations of joint programming as well as the common chapter of the strategic plan;	Ongoing	The Evaluation Office seeks out opportunities with other United Nations agencies for joint evaluations of joint programming as well as the common chapter of the strategic plan. As result, 50% of corporate evaluations planned in 2019/2020 are either joint or system-wide.	Completed ●
	Evaluation	Policy and Strategy Division, Evaluation Office	Para 5. <i>Encourages</i> UNFPA management to work with the Evaluation Office to continue its efforts to increase the implementation rate of decentralized evaluations and to ensure that management at all levels use evaluation findings as a key	Ongoing	UNFPA has been making large efforts toward the implementation of decentralized evaluations. The proportion of programme-level evaluation completion rate has increased from 49% before the Strategic Plan 2018-2021, to 60% in 2018 and 92% in 2019. Factoring the evaluative	Completed and ongoing ●



			source of evidence to make decisions about enhancing programmes, as well as to duly communicate and disseminate such evaluation findings and implementations;		evidence into programming is one of the criteria for developing new CPDs. UNFPA has also further expanded its efforts in disseminating the evaluative evidence, including good practices.	
	Evaluation	Evaluation Office	Para 6. <i>Requests</i> UNFPA to report to the Executive Board, as part of the annual report on the evaluation function, starting in 2019, on all actions taken at all levels to increase spending on evaluations to a minimum 1.4 per cent and to a maximum 3 per cent, including detail of how funds for evaluation have been ringfenced as foreseen by the policy;	Annual sessions (recurring)	The Evaluation Office reported on this item in the framework of the annual report of the evaluation function presented at the 2019 Annual Session. Evaluation Office will continue to do so in future annual reports too.	Completed 
	Evaluation	Evaluation Office	Para 7. <i>Encourages</i> UNFPA to report to the Executive Board, as part of the annual report on the evaluation function, in 2020 on how evaluations are generating the specific knowledge and evidence UNFPA needs to deliver on the 2030 Agenda as well as on how such knowledge and evidence are duly communicated and disseminated;	2020 Annual Session	UNFPA is committed to report to the Executive Board, as part of the annual report on the evaluation function, in 2020 on how evaluations are generating the specific knowledge and evidence UNFPA needs to deliver on the 2030 Agenda, as well as on how such knowledge and evidence are duly communicated and disseminated.	Completed and ongoing 
	Evaluation	Evaluation Office	Para 8. <i>Requests</i> UNFPA to report, as part of the annual report on the evaluation function, on progress made on implementing management responses of evaluations and resulting changes on policies, programmes and practices.	2020 Annual Session	UNFPA is committed to report, as part of the annual report on the evaluation function, on progress made on implementing management responses of evaluations and resulting changes on policies, programmes and practices	Completed and ongoing 
2019/2 Reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2017	Recommendations of the Board of Auditors		Para 1. <i>Takes note</i> of the report (DP/2019/7) on the actions taken by UNDP and the United Nations Capital Development Fund (UNCDF) and the further actions planned to implement the recommendations of the Board of Auditors for the financial period that ended on 31 December 2017;			No actions required
			Para 2. <i>Notes</i> the unqualified audit opinions issued by the Board of Auditors for 2017;			No actions required
			Para 3. <i>Notes</i> progress made by UNDP and UNCDF in addressing the top seven audit-related priorities in 2016-2017;			No actions required
			Para 4. <i>Endorses</i> the suggested, refined top seven audit-related management priorities of UNDP for the biennium 2018-2019;			No actions required


			Para 5. <i>Recalls</i> decisions 2018/3 and 2018/13, and underscores the need for UNDP to address issues relating to procurement oversight and fraud mitigation strategies, financial management and sustainability of country offices, programme/project management and evaluation, and partnerships and resource mobilization;		No actions required	
			Para 6. <i>Acknowledges</i> the findings of the Board of Auditors on the monitoring of risk in country offices, requests UNDP to ensure the capacity is in place to do this effectively, and requests UNDP to report to the Board on the implementation of the updated enterprise risk management policy at its annual session of 2019, as appropriate, and as part of its report on the implementation of the recommendations of the Board of Auditors;		No actions required	
			Para 7. <i>Notes</i> that many of the recommendations of the Board of Auditors are at country level, and requests UNDP to consider more systemic action within their ongoing reviews of businesses process and structure;		No actions required	
			Para 8. <i>Acknowledges</i> the efforts made by UNDP, and encourages UNDP to continue to improve actions for recovery of funds lost, including those due to fraud;		No actions required	
			Para 9. <i>Supports</i> the ongoing efforts of UNDP management to implement the recommendations of the Board of Auditors for the year ended 31 December 2017 as well as the remaining recommendations from prior years;		No actions required	
			Para 10. <i>Takes note</i> of the report (DP/FPA/2019/2) 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 2017;		No actions required	
			Para 11. <i>Notes</i> the audit opinion by the Board of Auditors that UNFPA financial statements present fairly, in all material respects, the financial position of UNFPA as at 31 December 2017 and its financial performance and cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (IPSAS);		No actions required	
			Para 12. <i>Also notes</i> the progress made by UNFPA in addressing prior-year recommendations and support ongoing management efforts in implementing the recommendations of the Board of Auditors for the year ended 31 December 2017;		No actions required	
	Recommendations of the Board of Auditors	Office of the Executive Director	Para 13.1 <i>Encourages</i> UNFPA efforts to continue to improve the maturity of risk management at all levels of the organization (including strengthened approaches to fraud risk, inventory audit and supply chain management), encourages UNFPA to continue to adopt a risk-based approach to audit coverage of implementing partners to mitigate the risk of overcontrol,	Ongoing	Based on the HLCM guidance note, UNFPA will undertake self-assessment of its risk maturity model (RMM) in the beginning of 2020 and will report the results. Fraud risk management was strengthened through the release of a Fraud Strategy and Fraud Scenarios documents for key business processes. UNFPA continues to drive risk-based and cost-effective differentiation and has introduced new criteria for 2019 implementing partner expenditure audits to re-direct audit efforts from consistently well performing partners (previously not considered for low risk) to focus on those where an increasingly comprehensive set	Completed and ongoing 






					of indicators signals higher risks. UNFPA has progressed significantly in the design and implementation of its Last Mile Assurance process, designed to provide assurance about the proper management and use of reproductive health commodities provided to implementing partners.	
Recommendations of the Board of Auditors	Office of the Executive Director	Para 13.2. <i>Requests</i> UNFPA to report to the Board on the implementation, enforcement and resourcing of the updated enterprise risk management policy and the policy and procedures on the management of programme supplies at its annual session of 2019, as appropriate, and as part of its report on the implementation of the recommendations of the Board of Auditors;	Annual Session 2019 and 2020 First Regular Session		The report was provided at the annual session of 2019 and is part of the report on the implementation of the recommendations of the Board of Auditors. UNFPA is currently drafting a revision to its ERM policy and the process is expected to be complete mid-year. Efforts for a comprehensive implementation of the Programme Supplies policy continued during 2019, with focus on (i) the design and roll-out of the Last Mile Assurance process, which will provide ongoing assurance about the proper management of commodities provided to implementing partners, (ii) generation of reports measuring the performance of down-stream supply-chain management activities.	Completed and ongoing 
Recommendations of the Board of Auditors	Office of the Executive Director, Policy and Strategy Division, Information Technology Services Office	Para 14. <i>Also encourages</i> UNFPA to ensure that its investment in a new enterprise resource planning system produces actionable information for managers to drive improvements in the identification, prioritization and management of strategic delivery risks, including relating to commodity inventory losses and the performance of its implementing partners, and to work with other funds and programmes to ensure compatibility of enterprise resource planning systems;	Ongoing		Management is currently discussing risk management systems and processes within the parameters of the new ERP implementation. One of the key deliverables from new ERP will be provision of better and more timely information to drive management action.	In Progress 
		Para 15. <i>Takes note</i> of the report (DP/OPS/2019/1) on the progress in the implementation of the various recommendations made for the year ended 31 December 2017 and the efforts currently in progress to ensure that the remaining recommendations are successfully implemented;				No actions required



			Para 16. <i>Acknowledges</i> that due to the fact that recommendations were issued to UNOPS towards the end of July 2018 and that many of them require long-term attention, UNOPS will need to work beyond the financial year 2018 to implement them successfully.			No actions required
2019/3 Working methods of the Executive Board	Working Methods		Para 1. <i>Takes note</i> of the rules of procedure of the Executive Boards of UNDP, UNFPA and UNOPS, UNICEF, UN-Women and WFP;			No actions required
			Para 2. <i>Recalls</i> decision 2018/22 on working methods of the Executive Board in which the Bureau of UNDP, UNFPA and UNOPS, in collaboration with the Bureaux of UNICEF, UN-Women and WFP, was asked to launch a joint consultative process with the Member States starting at the first regular session 2019;			No actions required
			Para 3. <i>Takes note with appreciation</i> of the formation of the core group of Member States to lead the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Executive Boards, building on the joint response prepared by the secretariats and in close consultation with all Member States, seeking their inputs to the written account of the core group;			No actions required
	Working Methods	Executive Board Branch/Office of Executive Director	Para 4. <i>Requests</i> the Executive Board secretariats to support the core group, upon request, in analysing the effects of its findings and suggestions;	As needed	The four Board secretariats have supported the Core Group for their meetings and responded to queries they have had. They also compiled all responses in a multi-part annex to the Written Account of the Core Group, presented to the Board at its annual session in 2019.	Completed 
	Working Methods	Member States, Office of Executive Director	Para 5. Looks forward to the written account of the core group, to be presented at the joint meeting of the Executive Boards in May 2019, for subsequent consideration of its findings and recommendations by the members and observers of the respective Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP.	May 2019	The Written Account was finalised by the Core Group on 17 May 2019.	Completed 
2019/4 Implementation of General Assembly resolution 72/279 of 31 May 2018 on the repositioning of the United Nations	UN Reform		Para 1. <i>Welcomes</i> the updates provided by UNDP, UNFPA and UNOPS on the implementation of General Assembly resolution 72/279 of 31 May 2018 on 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;			No actions required
	UN Reform	Policy and Strategy Division	Para 2. <i>Recognizes</i> the continuing contributions of UNDP, UNFPA and UNOPS in operationalizing resolution 72/279 and requests them, in line with General Assembly resolution 71/243	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 was provided for the 2019 annual sessions and 2019 second regular sessions.	Completed 


development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system			<p>of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, resolution 72/279 and the Secretary General’s implementation plan, to continue to support and contribute to the full implementation of the reinvigorated resident coordinator system including a matrixed, dual reporting model, with United Nations country team members accountable and reporting to their respective entities on individual mandates, and periodically reporting to the resident coordinator on their individual activities;</p>			
	UN Reform	Policy and Strategy Division, Office of Executive Director	<p>Para 3. <i>Calls on</i> UNDP, UNFPA and UNOPS to provide written, harmonized agency-specific information to the Executive Board at its annual session 2019 on the implementation of General Assembly resolution 72/279, based on the information previously provided during informal consultations;</p>	2019 Annual Session	UNFPA has collaborated with UNDP, UNOPS, UNICEF and UN Women providing written, harmonized agency-specific information on implementation of GA Resolution 72/279 as part of separate ‘Informal Notes’ that have been shared with the Board in advance of the 2019 Annual Session and 2019 Second Regular Session	Completed 
	UN Reform	Policy and Strategy Division, Division Management Services	<p>Para 4. <i>Recognizes</i> the importance of improving efficiency and effectiveness in administrative support services through inter alia enhancing inter-agency cooperation, and encourages the executive heads of UNOPS, UNFPA and UNDP to continue to take action as appropriate in these areas;</p>	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 was provided for the 2019 annual sessions and 2019 second regular sessions. UNFPA will continue to be a member of the UNSDG Business Innovation Group (BIG) tasked with implementing reform of UN Operations. UNFPA will continue to implement related initiatives as proposed through this group. An update on the status of implementation of the UNDS resolution 72/279, was provided for the first regular and annual session in 2020, together with the dedicated annex on QCPR implementation as part of the UNFPA annual/SP MTR report.	Completed and ongoing 


	UN Reform		Para 5. <i>Welcomes</i> the efforts undertaken by UNDP, UNFPA and UNOPS to operationalize their respective Strategic Plans while implementing General Assembly resolution 72/279;		No actions required	
	UN Reform	Policy and Strategy Division, Office of Executive Director	Para 6. <i>Requests</i> UNDP, UNFPA and UNOPS to continue to support the Secretary-General to collaboratively implement a new generation of United Nations country teams, with needs-based tailored country presence, to be built on the United Nations Development Assistance Framework and finalized through open and inclusive dialogue between the host Government and the United Nations development system, facilitated by the resident coordinator, to ensure the best configuration of support on the ground, as well as enhanced coordination, transparency, efficiency and impact of United Nations development activities, in accordance with national development policies, plans, priorities and needs;	Ongoing	UNFPA continues to support the SG in such efforts. UNFPA and UNESCO co-chaired the redesign of the UNDAF which has now been renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF), or “Cooperation Framework”. The Development Coordination Office (DCO) will spearhead the roll-out of the new guidance. UNFPA will be adjusting its internal procedural guidelines, systems and processes for country programme documents (CPDs) with the new guidance, particularly those related to monitoring, evaluation and reporting at country, regional and global levels. An internal pool of trainers will be created to support offices in the roll-out countries. UNFPA will support the RCs to coordinate and lead the UNSDCF planning process, making use of regional and global expertise to maximize the impact, safeguard United Nations norms and values and anchor it in regional and transboundary concerns. The progress and implementation has been shared through the information notes on the status of implementation of the UNDS resolution 72/279, most latest being provided for the first regular and annual session in 2020, together with the dedicated annex on QCPR implementation as part of the UNFPA annual/SP MTR report.	Completed 
	UN Reform	Policy and Strategy Division, Office of executive Director	Para 7. <i>Welcomes</i> the strong commitment of UNDP, UNFPA and UNOPS, as part of the United Nations Sustainable Development Group, to redeploy their efficiency gains from United Nations development system reform for development activities, including coordination, and requests	Ongoing	UNFPA continues to update the Executive Board on the progress through existing reporting mechanisms and information notes on the status of implementation of the UNDS resolution 72/279. The annual reports to the EB have covered related elements on organizational effectiveness and efficiency. The information note on	Completed and ongoing 



			the three agencies to contribute to the Secretary-General's report on the cost-savings and efficiency gains and their redeployments and to update the Executive Board through existing reporting mechanisms;		the status of implementation of the UNDS resolution 72/279, was provided for the first regular and annual session in 2020, together with the dedicated annex on QCPR implementation as part of the UNFPA annual/SP MTR report.	
	UN Reform		Para 8. <i>Welcomes</i> the steps already taken by UNDP to support the reinvigorated resident coordinator system, including the transfer of its 2019 cost-sharing contribution to the United Nations Development Coordination Office and the 2019 service-level agreement with the United Nations Secretariat.			No actions required
Annual Session 2019 (30 May, 3-4 and 6-7 June 2019)						
2019/10 Annual report of the UNFPA Executive Director	Annual Report and Strategic Plan		Para 1. <i>Takes note</i> of the documents that make up the annual report of the Executive Director for 2018: DP/FPA/2019/4 (Part I, Part I/Add.1 and Part II);			No actions required
			Para 2. <i>Welcomes</i> the promising progress made by UNFPA in implementing the UNFPA Strategic Plan, 2018-2021;			No actions required
			Para 3. <i>Commends</i> UNFPA for its success in mobilizing resources, including the increase in regular resources;			No actions required
Annual Report and Strategic Plan	Policy and Strategy Division; Office of Executive Director	Para 4. <i>Recognizes</i> the inter-agency efforts to make progress against the common chapter of the strategic plans of UNDP, UNFPA, UNICEF and UN-Women, and urges UNFPA to continue working in close partnership with these organizations to further enhance effectiveness and delivery of results in line with their commitment to United Nations reform;	Ongoing	UNFPA continues to work in close partnership with the other organizations in this regard.	Completed and ongoing	
2019/11 UNFPA evaluation	Evaluation		Para 1. <i>Takes note</i> of the present report on the evaluation function of UNFPA, 2018, and of the programme of work and budget of the Evaluation Office in 2019 (DP/FPA/2019/5);			No actions required
			Para 2. <i>Welcomes</i> the efforts made by UNFPA and the significant 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
	Evaluation	Evaluation Office, Policy and Strategy Division	Para 3. <i>Notes</i> the current promising trend of evaluation investment but encourages faster progress to reach 1.4 per cent as a minimum of total programme expenditures by 2021, as committed to in the evaluation policy;	2021	UNFPA is fully committed to provide adequate resources for its evaluation function. The midterm review of the integrated budget includes proposed further strengthening of the Office for centralized evaluation function.	In Progress
Evaluation	Evaluation Office	Para 4. <i>Welcomes</i> the Evaluation Office's commencement of the development of a strategy to strengthen evaluation use through communications and knowledge	2020 Annual Session	The evaluation use strategy has been finalized, launched and rolled out. The Evaluation Office will report against it in the 2019 annual report on evaluation to the Executive Board.	Completed and ongoing	





			management, and encourages the Evaluation Office to finalize the evaluation use strategy in 2019, and report against it in the 2019 annual report on evaluation to the Executive Board;			
	Evaluation		Para 5. <i>Reaffirms</i> the role played by the evaluation function at UNFPA and underscores the importance of high-quality independent evaluation evidence in the context of the UNFPA Strategic Plan, 2018-2021, and its contribution to the implementation of the 2030 Agenda for Sustainable Development			No actions required
2019/13 Reports of the ethics offices of UNDP, UNFPA and UNOPS	Ethics	Ethics Office, Division for Human Resources, Office of Executive Director	Para 1. <i>Welcomes</i> the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2019/20, DP/FPA/2019/7 and DP/OPS/2019/3), and encourages their management to continue to instil and improve a culture of ethics in the three organizations, including robust whistle-blower protection policies;	Ongoing	The Ethics Office is working closely with the Office of the Executive Director to strengthen a culture of ethics and compliance to UNFPA rules and standards.	Completed and ongoing 
	Ethics	Office of the Executive Director, Office of Audit and Investigations Services (OAIS)	Para 2. <i>Encourages</i> the management of UNDP, UNFPA and UNOPS in its reporting on sexual exploitation and abuse and sexual harassment to further enhance transparency on how implemented actions ensure a victim-centred approach and are aligned with United Nations system-wide efforts;	2020 Annual Session	UNFPA is committed to report transparently on all actions implemented and to ensure a victim-centred approach aligned with UN system-wide efforts. OAIS continues to implement a victim-centric approach in its investigation work.	In Progress 
	Ethics		Para 3. <i>Notes</i> the progress made by the UNDP Ethics Office in strengthening the ethical culture of UNDP;			No actions required
	Ethics	Ethics Office, Division for Human Resources, Office of Executive Director	Para 4. <i>Welcomes</i> the continued progress in the work of the UNFPA Ethics Office and encourages management to consider its request to increase the staff capacity of the Ethics Office;	Ongoing	The new Ethics Advisor will assess staff capacity in conjunction with opportunities to share resources with other UN agencies funds and programs and to create efficiencies in provision of advisory services.	In Progress 
	Ethics		Para 5. <i>Welcomes</i> the continued progress in the work of the UNOPS Ethics Office;			No actions required
	Ethics	Office of the Executive Director	Para 6. <i>Takes note with appreciation</i> of the independent review of UNDP, UNFPA and UNOPS policies and procedures to tackle sexual exploitation and abuse and sexual	2020 Annual Session	Update was provided as requested in advance of the annual session 2020.	Completed 



			harassment (DP/FPA/OPS/2019/1) and welcomes the joint UNDP, UNFPA and UNOPS management response (DP/FPA/OPS/2019/2); requests UNDP/UNFPA/UNOPS to provide an update on implementation of actions set out in the independent review and management response at the annual session in 2020, within existing reporting;			
	Ethics		Para 7. <i>Supports</i> the ongoing strong commitment to “zero tolerance” for sexual harassment and sexual exploitation and abuse by the heads of UNDP, UNFPA and UNOPS			No actions required
	Ethics	Office of the Executive Director, Office of Audit and Investigations Services (OAIS)	Para 8. <i>Welcomes</i> the progress made so far, and urges the management of UNDP, UNFPA and UNOPS to ensure a continued focus on all matters related to prevention and response, including investigation, to sexual harassment and sexual exploitation and abuse going forward.	Ongoing	Continued focus on all such matters is occurring and remains a priority.	In Progress 
2019/14 Reports of UNDP, UNFPA and UNOPS on internal audit and investigations and management response	Internal Audit and Investigation		Para 1. <i>Welcomes</i> the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2018;			No actions required
			Para 2. <i>Notes with appreciation</i> efforts to implement outstanding audit recommendations from previous reports;			No actions required
	Internal Audit and Investigation	Office of the Executive Director, Office of Audit and Investigations Services (OAIS)	Para 3. <i>Encourages</i> the management of UNDP, UNFPA and UNOPS in its reporting on sexual exploitation and abuse and sexual harassment to further enhance transparency on how implemented actions ensure a victim-centred approach and are aligned with United Nations system-wide efforts;	2020 Annual Session	This has been provided to the Executive Board for the 2019 Second Regular Session as an annex to the Information Note on the implementation of GA resolution 72/279. Regarding investigation, OAIS continues to use a victim-centric approach to its work.	Completed 
	Internal Audit and Investigation		Para 4. <i>Takes note</i> of the annual report of the Office of Audit and Investigations on internal audit and investigation activities in 2018 (DP/2019/23) and its annexes, and the management response thereto; and takes note of the annual report of the Audit and Evaluation Advisory Committee;			No actions required
Para 5. <i>Notes with concern</i> that the overall audit opinion has changed from “satisfactory” to “partially satisfactory/some improvement required” and appreciates that this matter is taken under serious consideration by UNDP management in its response; urges UNDP senior management to exercise greater oversight of offices that have received “unsatisfactory” audit ratings in the recent past, as well as those with high risk exposure, as identified by the Office of Audit and			No actions required			




			Investigation, and to take corrective and preventative measures to address weaknesses and vulnerabilities;			
			Para 6. <i>Notes with concern</i> that the most recurring audit issues in country offices are inadequate project monitoring and evaluations, delays in closing completed projects in the Atlas system, inadequate controls in procurement management such as not undertaking competitive procurement processes or the absence of contract reviews, inadequate oversight in the recruitment of personnel to ensure proper shortlisting and longlisting of applicants, weaknesses in financial management and weaknesses in asset management; and encourages UNDP management to address these recurring issues;		No actions required	
			Para 7. <i>Notes with appreciation</i> the high overall implementation rate of Office of Audit and Investigation recommendations, which has improved since 2018 with only four recommendations not fully implemented over 18 months or more;		No actions required	
			Para 8. <i>Further notes</i> improvements in applying the harmonized approach to cash transfers and encourages UNDP to continue its efforts to enhance the oversight and management functions of implementing partners;		No actions required	
			Para 9. <i>Appreciates</i> that UNDP has provided information on financial losses due to fraud and improved the recovery rate between 2013 and 2018, as requested by the Board, and encourages UNDP management to continue to improve its recovery efforts and rates, and continue to report to the Board on an annual basis; Para 10. <i>Requests</i> UNDP to continue to work preventively and correctively to address recommendations of, and issues raised by, the Office of Audit and Investigations;		No actions required	
			Para 11. <i>Notes with concern</i> that, with regard to investigations, the most common complaints refer to financial irregularities including procurement fraud, misrepresentation, entitlement fraud, theft and embezzlement, and the high number of complaints from high-risk environments, and encourages UNDP management to address these issues as a matter of high priority;		No actions required	
			Para 12. <i>Expresses</i> continuing support for strengthening the internal audit and investigation functions of UNDP;		No actions required	
			Para 13. <i>Takes note</i> of the report of the Office of Audit and Investigation Services on UNFPA internal audit and investigation activities in 2018 (DP/FPA/2019/6), 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/2019/6/Add.1), the annual report of the UNFPA Oversight Advisory Committee (DP/FPA/2019/6/Add.2), and the management response (DP/FPA/2019/CRP.6) thereto and to the present report;		No actions required	
			Para 14. <i>Takes note</i> of the recurring recommendations regarding insufficient supervisory controls and inadequate guidance for country offices, as well as procurement processes, and welcomes UNFPA actions to address this;		No actions required	
	Internal Audit and Investigation	Office of Audit and Investigation Services (OAIS),	Para 15. <i>Expresses</i> its continuing support for the strengthening of the audit and investigation functions at UNFPA, and urges management to provide sufficient resources to the Office of Audit and Investigation	Ongoing	OAIS has put a proposal to management for strengthening the audit and investigation functions, after review by the Oversight Advisory Committee. UNFPA has been continuously increasing investments in the function, in every	In Progress 





		Office of the Executive Director	Services to fully discharge its mandate while recognizing the importance of audit and investigation functions to the organization's activities;		budget proposal and revision, and continues to do so in the latest midterm review of the integrated budget. UNFPA management has adequately addressed this issue in the management response to OAI's annual report 2019 and oversight advisory committee annual report (2019). The management response is posted on UNFPA Executive Board website.	
	Internal Audit and Investigation		Para 16. <i>Acknowledges and supports</i> the engagement of the Office of Audit and Investigation Services in joint audit and investigation activities;			No actions required
			Para 17. <i>Takes note</i> of the annual report of the Internal Audit and Investigations Group on internal audit and investigation activities in 2018 (DP/OPS/2019/4) and its annexes, and the management response thereto; and takes note of the annual report of the Audit Advisory Committee for 2018 (in line with Executive Board decision 2008/37);			No actions required
			Para 18. <i>Welcomes</i> the large reduction in new audit recommendations, as well as the progress made in implementation of audit recommendations;			No actions required
			Para 19. <i>Welcomes</i> the improvement as expressed in the general audit opinion of, and based on the scope of work undertaken on the adequacy and effectiveness of the organization's framework of governance, risk management and control (in line with Executive Board decision 2015/13);			No actions required
			Para 20. <i>Takes note</i> of the commitment the Internal Audit and Investigations Group has shown in striving for best practice with regards to efficiency, effectiveness and use of technology and other innovative approaches;			No actions required
			Para 21. <i>Takes note</i> of the Internal Audit and Investigations Charter.			No actions required
2019/15 Update on implementation of General Assembly resolution 72/279 of 31 May 2018 on the repositioning of the United Nations development system in the context of the quadrennial	UN Reform		Para 1. <i>Welcomes</i> the updates provided by UNDP, UNFPA and UNOPS on the implementation of General Assembly resolution 72/279 of 31 May 2018 on 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;			No actions required
	UN Reform	Policy and Strategy Division	Para 2. <i>Requests</i> UNDP, UNFPA and UNOPS to work towards adequately sequencing entity-specific country programme documents so that the individual programmes derive directly from the new United Nations Development Assistance Framework (now renamed United Nations Sustainable Development Cooperation Framework), which is to be prepared and finalized in full consultation and agreement with national Governments and is the most important planning	2019 Second Regular Session	The new UNSDCF guidance has been issued and the work is underway to develop the companion pieces. UNFPA moved swiftly to internalize the new guidance and held discussions among its representatives, country directors, heads of offices and regional programme advisors. A series of webinars have been conducted to familiarize staff with the new guidance and discuss alignment with UNFPA country programming process. In June 2019, UNFPA organized a UNSDCF workshop at its headquarters to build a	Completed 




comprehensive policy review of operational activities for development of the United Nations system			document of the United Nations development system at the country level; and requests UNDP, UNFPA and UNOPS to provide an update at the next session of the Executive Board on adjustments required;		community of practice in all regions, develop regional support plans, compile UNSDCF resource/toolbox and establish a global consulting group for UNSDCF roll-out countries.	
	UN Reform	Policy and Strategy Division	Para 3. <i>Requests</i> UNDP, UNFPA and UNOPS to provide, for information at the next session of the Executive Board, a detailed mapping of their regional assets and capacities, in accordance with General Assembly resolution 72/279 and mindful of ongoing discussions on the revamping of the regional approach of the United Nations development system;	2019 Second Regular Session	The Information Note on the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system was presented to the Executive Board during its 2019 second regular session. It included the Annex: mapping of regional assets and capacities.	Completed 
	UN Reform	Policy and Strategy Division, Division Management Services	Para 4. <i>Welcomes</i> the preliminary updates provided by UNDP, UNFPA and UNOPS on efficiencies, including through shared business operations and premises; calls upon the executive heads of UNOPS, UNFPA and UNDP to continue to take action to ensure full achievement of efficiency gains and their redeployment in line with relevant existing mandates, including from General Assembly resolutions 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 72/279 on repositioning of the United Nations development system, as well as to take into account the applicable recommendations of the Joint Inspection Unit in the report on opportunities to improve efficiency and effectiveness in administrative support services by enhancing inter-agency cooperation (JIU/REP/2018/5);	Ongoing	UNFPA is an integral part of an inter-agency project team formed in the fall of 2018 under the UNSDG Business Innovation Group (BIG) to deliver on the ambitious targets set in the Secretary-General's report. UNFPA provides the perspective of both a medium-sized organization and an intended recipient of common back office services. An information note on the status of implementation of the UNDS resolution 72/279 was provided for the 2019 annual sessions, 2019 second regular sessions, and first regular session in 2020. More updates will be presented for the EB during the annual session in 2020, together with the dedicated annex on QCPR implementation as part of the UNFPA annual/SP MTR report.	In Progress 




	UN Reform	Policy and Strategy Division	Para 5. <i>Requests</i> regular updates to the Executive Board on efficiency gains and their redeployments, through existing reporting mechanisms;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 was provided for the 2019 annual sessions and 2019 second regular sessions.	Completed and ongoing 
	UN Reform	Policy and Strategy Division	Para 6. <i>Requests</i> UNDP, UNFPA and UNOPS to continue to support the efforts of the Secretary-General to develop a tracking system to monitor efficiency gains;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 was provided for the 2019 annual sessions and 2019 second regular sessions.	Completed and ongoing 
	UN Reform		Para 7. <i>Notes</i> the cost-saving measures UNDP has had to undertake to maintain a balanced budget while providing financial support to the reforms, and requests UNDP to ensure that these measures do not negatively affect its capacities to provide adequate development support to programme countries;			No actions required
	UN Reform, Budget	Policy and Strategy Division, Division Management Services	Para 8. <i>Welcomes</i> that UNDP, UNFPA and UNOPS contributed their doubled contributions to the resident coordinator cost-sharing, and calls on UNDP, UNFPA and UNOPS to implement the 1 per cent levy, as applicable, as per the operational guidance for implementing the coordination levy (12 March 2019) issued by the United Nations Development Coordination Office;	Ongoing	UNFPA has implemented the 1% levy mechanism, and has been reporting to and settling with the United Nations Development Coordination Office on collections.	Completed 
	UN Reform, Budget	Policy and Strategy Division, Division Management Services	Para 9. <i>Recalls</i> decisions 2018/16, 2018/18 and 2018/20 and notes that the agency-administered option for collecting the coordination levy adds administrative tasks to UNDP, UNFPA and UNOPS and requires adjustments to agency administrative processes, and requests UNDP, UNFPA and UNOPS to provide information on the adjustments and to promptly report to the Executive Board on any additional transaction and administrative costs associated with the administration of the levy, within existing reporting;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 was provided for the 2019 annual sessions and 2019 second regular sessions. UNFPA will report on the additional transaction and administrative costs of administering the levy in 2020. An information note on the status of implementation of the UNDS resolution 72/279, was provided for the first regular and annual session in 2020, together with the dedicated annex on QCPR implementation as part of the UNFPA annual/SP MTR report.	In Progress 

	UN Reform		Para 10. <i>Recalls</i> the importance of funding predictability and urges Member States in a position to do so to prioritize regular resources and multi-year pledges, given that further reductions in regular resources risk jeopardizing the ability of UNDP and UNFPA to achieve planned strategic results;		No actions required	
	UN Reform, Budget	Policy and Strategy Division	Para 11. <i>Encourages</i> UNDP and UNFPA, in collaboration with UN-Women and UNICEF, to place special emphasis on the implementation of their respective Strategic Plans, including the common chapter on joint programming, in accordance with their respective mandates and comparative and collaborative advantages, and to report at the annual session in 2020, including through the midterm reviews of their respective Strategic Plans, where and how the inter-agency process among the United Nations funds and programmes has led to greater efficiencies and effectiveness.	2020 Annual Session	UNFPA has worked closely with UNDP, UNICEF and UN Women, including through harmonizing approaches to the MTR and joint efforts in implementing the Common Chapter. The integrated annual report and MTR has been submitted to the Executive Board for the annual session in 2020, with a report on the Common Chapter as an annex.	Completed 
2019/16 Working methods of the Executive Board	Working methods		Para 1. <i>Reaffirms</i> the rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS;		No actions required	
			Para 2. <i>Welcomes</i> the written account of the core group of Member States that led the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Executive Boards in line with decisions 2019/3 and 2018/22;		No actions required	
			Para 3. <i>Recognizes</i> the technical support provided by the secretariats of the UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP Executive Boards to the core group and notes the annex to the written account as prepared by the secretariats;		No actions required	
			Para 4. <i>Stresses</i> that the overarching principles of the discussion on working methods of the Executive Boards are the preservation of executive guidance and oversight of agencies; avoidance of duplication with the function of the Economic and Social Council operational activities segment and the respective Executive Boards; and respect for the different mandates and characteristics of each agency, fund, programme and entity;		No actions required	
	Working methods	Executive Board Branch/Office of the Executive Director	Para 5. <i>Requests</i> UNDP/UNFPA/UNOPS, in collaboration with UNICEF, UN-Women and WFP, to organize joint informal briefings/consultations and strongly encourages that they be scheduled within socially acceptable hours to allow the WFP Executive Board to participate from Rome;	Ongoing	Joint informal consultations and briefings will continue to be organized and will take place at socially acceptable hours to allow the WFP will participate.	Completed and ongoing 

Working methods	Executive Board Branch/Office of the Executive Director	Para 6. <i>Requests</i> the secretariat of the UNDP/UNFPA/UNOPS Executive Board, in collaboration with the secretariats of the Executive Boards of UNICEF, UN-Women and WFP, to present initial proposals to improve the working methods of the joint meeting of the Boards, including an optimal timing for convening the joint meeting of the Boards, for consideration by Member States at the second regular session 2019, mindful that the joint meeting of the Boards does not have decision-making authority and of the need to avoid duplication and overlap with the functions of the Economic and Social Council operational activities segment;	2019 Second Regular Session	A joint response by the secretariats of the UNDP/UNFPA/UNOPS, UNICEF and UN-Women on working methods of the Executive Boards was produced and presented at the Second Regular Session 2019.	Completed 
Working methods	Executive Board Branch/Office of the Executive Director	Para 7. <i>Requests</i> that the secretariat propose different alternatives of adjusting the date of the second regular session, mindful that it does not overlap with the other schedules, for consideration by the Executive Board at the second regular session 2019;	2019 Second Regular Session	Alternatives for adjusting the date of the Second Regular Session were suggested in the joint response by the secretariats of the UNDP/UNFPA/UNOPS, UNICEF and UN-Women on working methods of the Executive Boards and were presented at the Second Regular Session 2019.	Completed 
Working methods	Executive Board Branch/Office of the Executive Director	Para 8. <i>Requests</i> that an informal, at no cost to the organizations, meeting of the Presidents of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP be held on a regular basis for enhanced harmonization of common issues, and for increased coordination among agencies, funds, programmes and entities and the respective Executive Boards, while bearing in mind that according to the rules of procedure of Executive Boards the Presidents remain under the authority of the respective Executive Boards and do not have the authority to make	Ongoing	UNFPA's Executive Board Branch is working with the Board secretariat and other agency secretariats to support all efforts towards having the Presidents of the Boards meet on a regular basis. In 2020 ZOOM was used extensively for such meetings.	Completed and ongoing 

		decisions on any substantive matters, and that the outcome of the meetings be shared with the wider membership;			
Working methods		Para 9. Affirms the need to elect the Bureau members early on to minimize leadership gaps and enhance the efficient functioning of the Presidency and Executive Board at large;			No actions required
		Para 10. Recommends that for continuity and smooth transition between outgoing and incoming Bureaux, whenever appropriate and consistent with the relevant rules of procedure, regional groups could consider taking appropriate measures so that one of the Vice-Chairs/Vice-Presidents of the bureau can take on the Chair/Presidency and could be effective in that capacity in the following year;			No actions required
		Para 11. Notes the need for flexibility on chairing the informal meetings of the Executive Board from the President of the Bureau or one of the Vice-Presidents or designated members of their delegations;			No actions required
Working methods	Executive Board Branch/Office of the Executive Director	Para 12. <i>Requests</i> that the secretariat, in collaboration with the secretariats of the Executive Boards UNICEF and UN-Women, to continue convening consecutive formal sessions of the Executive Boards in order to avoid gaps between the formal sessions of the various Executive Boards;	Ongoing	The secretariats of the Boards will continue all efforts to convene consecutive formal sessions of the Executive Boards, with no gaps in between the Boards.	Completed and ongoing 
Working methods	Executive Board Branch/Office of the Executive Director	Para 13. <i>Requests</i> that the secretariat present practical proposals for improving the efficiency of the sessions of the Executive Board, including by reviewing the agenda items and the Board's efficient consideration of these, for deliberation and consideration by the Executive Board at the second regular session 2019;	2019 Second Regular Session	Practical proposals for improving the efficiency of the sessions of the Executive board were captured in the joint response of the secretariats and were presented at the Second Regular Session 2019. These issues were also reflected in the working methods paper presented at the first regular session 2020.	Completed 
Working methods	Executive Board Branch/Office of the Executive Director	Para 14. <i>Requests</i> that the Executive Board, with the support of the secretariat, make its sessions interactive, while securing the time slot for group and national statements as appropriate and necessary;	Ongoing	The secretariat will support all efforts toward making the Board sessions more interactive while securing the time slot for group and national statements as appropriate and necessary.	Completed 
Working methods	Executive Board Branch/Office of the Executive Director	Para 15. <i>Requests</i> that while encouraging interactive discussions, any format for enhanced interaction with the heads of the agencies should contain follow-up actions within existing mechanisms;	Ongoing	Follow up actions will be contained within existing mechanisms.	Completed and ongoing 

Working methods	Executive Board Branch/Office of the Executive Director	Para 16. <i>Encourages</i> that the heads of agencies, funds, programmes and entities participating in Board sessions provide the full texts of their statements or opening remarks (presentation) online in advance and deliver shorter statements at the Executive Board sessions. The statements and presentations should be concise in highlighting the main issues, evidenced-based and action-oriented in addressing the challenges;	Ongoing	UNFPA has been providing detailed outlines of the Executive Director's statement in advance and will continue to do so. The statement of the ED is concise, evidence-based and action-oriented in addressing the challenges and will continue to be so.	Completed and ongoing 
Working methods		Para 17. <i>Strongly encourages</i> the President to enforce implementation of time limits for statements;			No actions required
		Para 18. <i>Affirms</i> the participation of diverse stakeholders in Executive Board sessions with full respect of the relevant clauses in the rules of procedure and based on the agreement of the Executive Board, recalls decision 2018/22, paragraph 11, and reaffirms the importance of giving due consideration to gender parity in the composition of panellists participating in the Executive Boards;			No actions required
		Para 19. <i>Requests</i> the Bureau to decide the destination of field visits two years in advance, while allowing the flexibility to change host countries if circumstances dictated, in order to give host countries as well as agencies as much time as possible to prepare for the visits;			No actions required
Working methods	Executive Board Branch/Office of the Executive Director	Para 20. <i>Requests</i> the Bureau, assisted by the secretariat, to consult with the Bureaux of the Executive Boards of UNICEF, UN-Women and WFP, to coordinate for the selection of field visits and to propose harmonized criteria for individual field visits, for evaluation by the Board at the first regular session 2020;	2020 First Regular Session	Coordination on the selection of field visits is currently ongoing. Also, proposed harmonised criteria for individual field visits will be presented at the first regular session 2020.	Completed and ongoing 
Working methods	Executive Board Branch/Office of the Executive Director	Para 21. <i>Requests</i> the secretariats of UNDP, UNFPA and UNOPS to circulate proposed draft decisions to the wider membership at least four weeks prior to each session, at the discretion of the Bureau, and reiterates its strong encouragement to Member States to provide their comments on draft decisions, to the extent possible, prior to the start of the session, with a view to starting substantive consultations on the draft decisions on	Four weeks prior to each session	The secretariat has started circulating draft decisions to the wider membership four weeks prior to the session.	Completed and ongoing 

			the first day of negotiations, without pre-empting bringing in additional proposals during negotiations;			
	Working methods	Executive Board Branch/Office of the Executive Director	Para 22. <i>Requests</i> the secretariat, in collaboration with the secretariats of the Executive Boards of UNICEF, UN-Women and WFP, to track the implementation of Executive Board decisions using the matrix of common use as attached to the written account of the core group;	Ongoing	As of 2019, the UNFPA decision tracking matrix has been synergised with the other UN agencies in line with the template attached to the written account of the core group.	Completed 
	Working methods		Para 23. <i>Requests</i> the secretariat to distribute the minutes of Bureau meetings to members and observers of the Executive Board once these minutes have been approved by the Bureau;			
	Working methods	Executive Board Branch/Office of the Executive Director	Para 24. <i>Reiterates</i> the request that the secretariat of the Executive Board of UNDP, UNFPA and UNOPS regularly update the joint online calendar of all Board meetings in real time so as to avoid overlap of schedules with other funds and programmes as well as major official meetings including the Economic and Social Council operational activities segment.	Ongoing	UNFPA is regularly updating the joint calendar in real time.	Completed 
Second Regular Session 2019 (3-6 September 2019)						
2019/21 Joint review of the existing cost definitions and classifications of activities and associated costs	Financial, budgetary and administrative		Para 1. <i>Takes note</i> of the analysis contained in the joint review of the existing cost definitions, classifications of activities and associated costs (DP/FPA-ICEF-UNW/2019/1);			No actions required
			Para 2. <i>Reiterates</i> decision 2018/21 and paragraph 35 of resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;			No actions required
	Financial, budgetary and administrative	Division for management services, Policy and Strategy Division	Para 3. <i>Endorses</i> recommendations 1 and 2 on further alignment, as contained in the joint review, for application effective in their integrated budgets, beginning in 2022, and requests UNDP, UNFPA and UNOPS, working with the UN-Women and UNICEF, to implement standardized terminology and formatting of integrated budget proposals and financial information in the annual reports, recognizing that while all cost categories and functional clusters will	2021 Second Regular Session	UNFPA will implement the Executive Board recommendation in 2022.	In Progress 

			be shown, not all apply to each organisations;			
	Financial, budgetary and administrative		Para 4. <i>Takes note</i> of recommendation 3 in the joint review, which proposes the creation of separate cost-classification line items in the integrated resources plan, to report on and obtain separate appropriations for independent oversight and assurance activities, as well as resident coordinator cost-sharing contributions, and welcomes additional information on this at the first regular session 2020, to enable further analysis prior to potential adoption of this recommendation.			No actions required
2019/22 Working methods of the Executive Board	Working methods		Para 1. <i>Welcomes</i> the joint response 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	Executive Board Branch/Office of the Executive Director	Para 2. Requests the secretariat of UNDP/UNFPA/UNOPS, in collaboration with the Executive Boards of UNICEF and UN-Women, to present to the Executive Board for deliberation and consideration at the first regular session 2020 an exemplary annual programme of work, including informal briefings, for each of the three options presented in the joint response, with corresponding explanatory narratives on the envisaged changes and their expected effect on Board oversight, effectiveness and efficiency, as well as further elaboration on the listed issues of joint relevance and interest to all Boards.	2020 First Regular Session	UNFPA was fully engaged in the production of the requested workplan, for presentation at the first regular session in 2020.	Completed and ongoing 