





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 a result, 61% of corporate evaluations planned in 2021/2022 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	Ongoing	UNFPA has been making considerable progress toward the implementation of decentralized evaluations. The implementation rate of planned evaluations consistently met the target	Completed ●



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			to ensure that management at all levels use evaluation findings as a key source of evidence to make decisions about enhancing programmes, as well as to duly communicate and disseminate such evaluation findings and implementations;		since the introduction of the ‘ringfencing’ mechanism in 2018. For instance, in 2022, 100 per cent of decentralized programme-level evaluations were implemented as planned. Learning from evaluations continued to inform actions and decisions, including development of new programmes. In 2022, all new country programme documents submitted to the Executive Board for approval were clearly informed by evaluative evidence. 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. The 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 reported 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 




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	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 
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			No actions required


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			financial performance and cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (IPSAS);			
			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 over control.	Ongoing	<p>UNFPA issued its new ERM policy in March 2022. This is an integral part of its maturing risk management model, which encompasses a risk appetite statement and more differentiated approach. The policy draws from the recent work of the Joint Inspection Unit (JIU) and United Nations High Level Committee on Management (HLCM) on Enterprise Risk Management (ERM).</p> <p>Based on the HLCM guidance note, UNFPA completed a self-assessment of its risk maturity model. Fraud risk management was strengthened through the release of a Fraud Strategy and Fraud Scenarios documents for key business processes.</p> <p>UNFPA continues to drive risk-based and cost-effective differentiation introducing new criteria in 2019 implementing partner expenditure audits to redirect audit efforts from consistently well performing partners (previously not considered for low risk) to focus on those where an increasingly comprehensive set 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.</p>	<p>Completed and ongoing</p> 



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	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	<p>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. 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.</p> <p>The OAIS report on the ERM process is a source of information and feedback for UNFPA management against the HLCM risk maturity management as well as the JIU ERM benchmark.</p>	Completed 
	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	<p>UNFPA issued its new ERM policy in March 2022 and therefore the action pertaining to this element of the decision is completed.</p> <p>As discussed at the informal Board session held in March 2022, UNFPA decided to adopt the inter-agency shared Quantum ERP system. This will help to ensure compatibility and cooperation across the ERP system with other agencies.</p> <p>The new ERP system went live in January 2023 and initial feedback is positive while the organization works through the hyper-care period of increased support.</p>	Completed 





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					A number of controls are implemented within the new system and one of the key benefits from the new ERP will be provision of better and more timely information to drive management action. The adopted technology will support the realization of an interoperability mechanism to cooperate with other funds and programmes.	
			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 




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	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 development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system	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 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;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 was provided in advance of recent Board sessions; the last such update was uploaded in advance of the 2023 annual session.	Completed 

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	UN Reform	Policy and Strategy Division, Office of Executive Director	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;	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 a number of subsequent sessions.	Completed 
	UN Reform	Policy and Strategy Division, Division Management Services	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;	Ongoing	An information note on the status of implementation of the UNDS resolution 72/279 is provided to the Executive Board annually ahead of its annual session. UNFPA will continue to report to the Board on its implementation of 72/279, including on the efficiency agenda. UNFPA is co-chairing the UNSDG Business Innovation Group (BIG) and will continue implementing reform of UN Operations. UNFPA will continue to implement related initiatives as proposed through this group.	Completed 
	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	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) has been spearheading the roll-out of the new guidance. UNFPA has adjusted its internal procedural guidelines, systems and processes for country programme documents (CPDs) with the new guidance,	Completed 


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			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;		particularly those related to monitoring, evaluation and reporting at country, regional and global levels. An internal pool of trainers has been 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. An information note on the status of implementation of the UNDS reform is provided in advance of annual sessions of the Board and a dedicated annex on QCPR implementation has been shared as part of the ED's annual report.	
	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 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;	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 ED's annual reports to the EB have covered related elements on organizational effectiveness and efficiency.	Completed and ongoing 
	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 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


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Annual report of the UNFPA Executive Director			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 
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, Division for Human Resources	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 committed to provide adequate resources for its evaluation function. The midterm review of the integrated budget, which was approved by the Board in 2021, included further strengthening of the capacity of the Evaluation Office for centralized evaluation functions; as well as the regional and country evaluation functions. Further investments were proposed and approved by the Board in the Integrated Budget 2022-2025, and further proposals will be included in the new evaluation policy to be presented to the Board for approval at the first regular session 2024.	Completed and ongoing 
	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 reported against it in the annual report on the evaluation function to the Executive Board.	Completed




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			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 Second Regular 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.	Completed and ongoing 
	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 Ethics Advisor has assessed staff capacity in conjunction with opportunities to share resources with other UN agencies funds and programs.	Completed 
	Ethics		Para 5. <i>Welcomes</i> the continued progress in the work of the UNOPS Ethics Office;			No actions required




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	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 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;	2020 Annual Session	An update was provided as requested in advance of the Annual Session 2020.	Completed 
	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. OAIS continued to give priority to matters of harassment (whichever type) and SEA.	Completed and ongoing 
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 was 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. OAIS provides extensive information on its investigation work (irrespective of type) in its report to the	Completed 


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					Board, in annex 6 to the OAIS report which details all investigations undertaken, their outcome as well as updated information of management action taken as a result.	
	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 Investigation, and to take corrective and preventative measures to address weaknesses and vulnerabilities;			No actions required
			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;			No actions required
			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




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			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), Office of the Executive Director, Division for Human Resources	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 Services to fully discharge its mandate while recognizing the importance of audit and investigation functions to the organization’s activities;	Ongoing	UNFPA’s commitment to provide sufficient resources for the independent internal audit and oversight function is reflected in the steady increase in investments over the years. Even in times of financial challenges and reductions in income during the 2014-2017 and 2018-2021 cycle, UNFPA safeguarded the budgets for the two independent functions and did not reduce their allocations, unlike for other parts of the organization. This is evidenced by an increase of 133% in the Office of Internal Audit and Investigations Services (from \$17.1 million in 2010 to \$39.9 million for 2022-2025). As requested by the Executive Board in its decision No. 2022/15, OAIS presented to the Board, at its Annual Session in June 2023, how it (OAIS) will utilize its available funds and the budget estimates and staffing required for the execution of its full mandate.	Completed and on-going 
	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			No actions required




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			response thereto; and takes note of the annual report of the Audit Advisory Committee for 2018 (in line with Executive Board decision 2008/37);			
			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 comprehensive policy review of operational activities for development of the United Nations system;	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 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;	2019 Second Regular Session	The UNSDG issued UNSDCF guidance in 2019, and this has been complemented by UNSDCF companion pieces, which UNFPA assisted in drafting, and these were launched in 2020. UNFPA's country programme document guidance has been updated to ensure full alignment with the UNSDCF guidance. UNFPA is working closely with the Resident Coordinator in each relevant country, and the UNCT members, to ensure harmonization and sequencing between the UNSDCF and country programmes. At the global level, UNFPA's robust quality assurance processes ensure the linkages between UNSDCF and country programmes accordingly.	Completed 
	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	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	Completed




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			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;		during its 2019 Second Regular Session. It included the Annex: mapping of regional assets and capacities.	
	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	Upon disbanding of the UNSDG Business Innovation Group Project Team, the work on calculating efficiency gains has been moved to the UN Development Cooperation Office with which UNFPA is in close collaboration to develop a methodology agreeable to all AFPs on calculating efficiency gains from shared business operations and premises. An information note on the status of implementation of the UNDS resolution 72/279 has been provided in advance of recent Board sessions in addition to the dedicated annex on QCPR implementation as part of the ED's annual report. UNFPA will continue to actively engage in the UNSDG task team on Business Operations which will further advance the common back-office work.	Completed and ongoing 
	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 is provided in advance of the Annual Session of the Board in addition to the dedicated annex on QCPR implementation as part of the ED's annual reports.	Completed and ongoing 





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	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 is provided in advance of the Annual Session of the Board in addition to the dedicated annex on QCPR implementation as part of the ED's annual reports.	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 is provided in advance of the Annual Session of the Board in addition to the dedicated annex on QCPR implementation as part of the ED's annual reports.	Completed and ongoing 



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	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 was submitted to the Executive Board for the Annual Session in 2020, with a report on the Common Chapter as an annex. The 2021 annual report of the Executive Director, presented at the Annual Session 2022, included an annex on the Common Chapter as well.	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

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
	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 continue to be organized and take place at socially acceptable hours to allow the WFP to 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	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,	Ongoing	UNFPA's Executive Board Branch is working with the Board secretariat and other agency secretariats to support all	Completed and ongoing

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		Executive Director	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 decisions on any substantive matters, and that the outcome of the meetings be shared with the wider membership;		efforts towards having the Presidents of the Boards meet on a regular basis.	
	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 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	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	Completed 

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
			and consideration by the Executive Board at the second regular session 2019;		Regular Session 2020 and in that presented at the Second Regular Session 2020.	
	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 and ongoing 
	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	

Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
	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 ongoing. Also, proposed harmonised criteria for individual field visits was 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 the first day of negotiations, without pre-empting bringing in additional proposals during negotiations;	Four weeks prior to each session	The secretariat has started circulating draft decisions to the wider membership about four weeks prior to the session.	Completed and ongoing 
	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	Ongoing	UNFPA updates the joint calendar in real time.	Completed 

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			schedules with other funds and programmes as well as major official meetings including the Economic and Social Council operational activities segment.			
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 be shown, not all apply to each organisations;	2022	UNFPA prepared its integrated budget 2022-2025 in line with the new Executive Board approved cost classification categories and further aligned cost categories. UNFPA has aligned its financial reporting with the cost classification categories in the Integrated Budget documents, including in the Financial Statements and the Statistical and Financial Review as part of the Executive Director's Annual Report.	Completed 
	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	2020 First Regular Session	UNFPA was fully engaged in the production of the requested workplan, which was presented at the First Regular Session in 2020.	Completed 

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			<p>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.</p>			