



Executive Director

22 April 2026

Excellency,

I have the honour to provide an update on the United Nations Population Fund's (UNFPA) progress in addressing the 2023–2024 Multilateral Organisation Performance Assessment Network (MOPAN) assessment findings. I reiterate my appreciation to the MOPAN Secretariat, its members, and specifically the Governments of Finland and Switzerland for their leadership as institutional leads.

UNFPA values this assessment as a rigorous driver of organizational learning. In today's global environment, such independent evaluations are vital to reinforcing partner trust and ensuring our agility within the multilateral system.

We are encouraged that 52 out of 57 micro-indicators were rated as “satisfactory” or “highly satisfactory”. Simultaneously, we have prioritized the areas requiring improvement, specifically the five micro-indicators rated as “unsatisfactory”. Since the assessment's release in January 2025, UNFPA has made significant progress. The document attached hereto details the current status and rapid implementation of MOPAN's recommendations.

UNFPA's leadership remains committed to using these benchmarks to enhance performance and accountability. We look forward to the midterm review to report further on our trajectory in the service of women, girls, and young people worldwide.

Please accept, Excellency, the assurances of my highest consideration.

A handwritten signature in blue ink, appearing to read 'Diene Keita', is positioned above the printed name.

Diene Keita

United Nations Under-Secretary-General

Her Excellency  
Mrs. Pascale Christine Baeriswyl  
Permanent Representative of Switzerland  
to the United Nations  
New York

cc: Her Excellency, Ms. Elina Kalkku, Permanent Representative of Finland to the United Nations, New York

cc: Ms. Suzanne Steensen, Head of the MOPAN Secretariat, Paris

Enclosure: MOPAN Implementation Status Report (March 2026)

## Update on MOPAN Recommendation Implementation

UNFPA has made significant progress in implementing the recommendations since the release of the assessment in January 2025: six out of 14 recommendations have been completed by March 2026. In line with the structure of the assessment, this document briefly presents the current status and progress achieved in relation to the main recommendations formulated by MOPAN.

Addressing the recommendations to ensure sustainability and resolve bottlenecks in humanitarian delivery, we have finalized the new [Policy and Procedures for Emergency Response](#). Effective 1 March 2025, this instrument streamlines administrative processes to ensure faster delivery while mandating transition strategies to enhance sustainability. For every activated emergency, a deactivation and transition plan is now required, outlining how programming will continue beyond the activation period, with a focus on sustainable implementation for at least six months.

Extensive roll-out sessions for this policy were conducted throughout 2025, including in-person training for Headquarters (HQ) and all six Regional Offices, supplemented by an all-staff global webinar and over 15 sessions with Country Offices from all regions, facilitated by the Humanitarian Response Division (HRD). HRD continues to provide crash courses for staff in newly activated emergencies, and a comprehensive e-learning module will soon be available for all UNFPA personnel.

To formalize standards for accountability to affected populations (AAP), we launched and rolled out the corporate [AAP Framework](#) in September 2025, moving the organization from ad-hoc mechanisms to a standardized, institutional approach. We are further institutionalizing AAP by integrating it into the new Minimum Preparedness Actions under the emergency policy to mandate timely critical actions. A Community of Practice is also under development.

Regarding the call to strengthen results-based management, UNFPA fully rolled out its in-house developed system, QuantumPlus, in December 2023. Seamlessly linked to the Enterprise Resource Planning (ERP) platform, Quantum, the system has been utilized by all UNFPA units for planning, monitoring, and reporting since 2024. By enabling the precise tagging of resources at the output and activity levels, QuantumPlus facilitates detailed reporting on resource utilization across various criteria, including the Sustainable Development Goals (SDGs) and Strategic Plan outcomes.

To strengthen the Humanitarian-Development-Peace (HDP) Nexus in programme design, we are in the final approval stages of an *HDP Nexus Pocket Guide* for our Country Offices. This operational tool will guide the practical integration of nexus programming at the country level.

Additionally, to integrate risk considerations more thoroughly into Country Programme Documents (CPDs) and intervention design, we rolled out the new [Enterprise Risk Management Policy](#) in 2024 and are actively ensuring its full implementation.

Regarding the recommendation to ensure behavioral independence in decentralized evaluations, we launched the new [Evaluation Policy](#) in early 2024. This policy revises standard job descriptions for Monitoring & Evaluation (M&E) personnel in Regional and Country Offices and updates reporting lines. Regional Planning, Monitoring and Evaluation Advisors now report directly to Regional Directors on evaluation matters with a functional line to the Independent Evaluation Office (IEO). Country Office M&E staff report to their respective Head of Office, with a functional reporting line to Regional Advisors.

The Office of Audit and Investigation Services (OAIS) will continue assessing the establishment of appropriate M&E job descriptions and reporting lines as part of its routine governance and programme-management audits.

We have reaffirmed UNFPA's commitment to population and development by including it as a dedicated outcome (Outcome 4: Adapting to demographic change through evidence and rights-based policies) in the new [Strategic Plan 2026-2029](#), endorsed by the Executive Board in the Second Regular Session at the end of August 2025. Furthermore, we are actively diversifying our funding by strengthening partnerships with international financial institutions (IFIs) and are finalizing a new financing mechanism with the European Investment Bank that will serve as a guarantee for multi-year donor commitments to the Supplies Partnership. Recognizing the importance of private-sector engagement, we are also expanding individual giving programmes as well as engagement with foundations and philanthropies. In 2025, private sector fundraising (corporates and foundations) reached USD 56 million, surpassing the 2025 target of \$28.5 million.

UNFPA has significantly strengthened its Enterprise Risk Management (ERM) architecture through a series of strategic institutional enhancements. Following the approval of the 2022 ERM Policy and the formal Risk Appetite Statement, the organization successfully transitioned from the legacy 'myRisk' system to a modern, data-driven ERM application deeply integrated with the QuantumPlus ERP environment. This digital modernization, combined with extensive training, has enabled a more structured and consistent approach to risk. The success of this institutionalization is evidenced by the 100 per cent completion and validation rate for annual organizational risk assessments achieved in January 2026 across all 130 business units. Recent maturity self-assessments using the HLCM Reference Maturity Model confirm that UNFPA has moved firmly from "Established" toward "Advanced" levels across all six dimensions.

Simultaneously, UNFPA is advancing the integration of risk management into strategic decision-making. Risk considerations are now embedded in Country Programme Document

(CPD) cycles and major corporate transformations. In 2025, UNFPA launched a newly consolidated Programme Manual that transforms risk management from a parallel process into an indispensable, mandatory component of the programming lifecycle. The manual provides specific, non-negotiable guidance for the systematic elaboration of risks and mitigation measures within every CPD and annual workplan, ensuring that risk data is used to protect delivery and strategic outcomes in real-time.

The organization has also sharpened its focus on seven principal risks of strategic importance, including funding sustainability, strategic uncertainty from UN reforms, and political pushback against mandate-related issues. By utilizing real-time Key Risk Indicators (KRIs) within the new ERM application, UNFPA has moved beyond compliance-based reporting toward a proactive, resilience-oriented model. This allows senior management and dedicated risk committees to validate assessments with objective evidence and adjust strategies dynamically in response to the evolving global risk environment.

In addition, UNFPA maintains dedicated risk registers for major corporate and special projects, recognizing their distinct risk profiles and implementation complexities. These risks are systematically tracked and monitored through established project governance structures, including project groups and monitoring committees, ensuring focused oversight, timely mitigation, and accountability throughout the project lifecycle.

To strengthen resources and capacity for Protection from Sexual Exploitation and Abuse and Sexual Harassment, two critical secondment positions have been secured by the PSEAH Unit through priority donors. One of these positions is a dedicated PSEAH Advisor to the West and Central Africa Region, and started the role in January of 2026. The second position is expected to begin in June 2026 and will be positioned within the PSEAH Unit in the Office of the Executive Director, with a specific focus on enhancing accountability efforts to address sexual misconduct.

In December of 2026, the PSEAH Unit launched the SEAH Prevention Toolkit and Digital Knowledge platform, after securing a 1.5 million EUR grant from ECHO for a 24-month project in partnership with GWI's EmpoweredAid. This project will develop a comprehensive, evidence-based, and field-tested and driven global and interagency SEAH prevention toolkit and digital knowledge hub, addressing a critical gap in standardized, high-quality SEAH prevention that includes risk mitigation, safe programming, accountability and deterrence, and cultural and organizational norms change.

UNFPA also channeled a portion of the Corporate Learning Budget in support of Organizational Learning efforts focused on PSEAH, including the annual PSEAH Ideation Challenge, and the Leading with Integrity learning program. Shifting the focus of learning to address the "Action Gap" rather than the "Knowledge Gap." UNFPA's approach to learning will be competency and

skills-based, rather than solely focused on building knowledge. As part of the UNFPA Organizational Culture approach, the PSEAH Unit developed a learning package for leadership, using digital and virtual reality tools. The programme's primary goal is to bridge the gap between theoretical knowledge and the application of tangible skills for preventing and responding to sexual misconduct - fostering decisive, compassionate leadership action when working to prevent sexual misconduct across programs and operations.

The newly redesigned and restructured PSEAH Hub supports all personnel, PSEA Focal Points, and leadership, moving beyond static repositories of "training materials" to create a dynamic ecosystem for SEAH prevention and response. The PSEAH Hive includes structured guidance on how to operationalize UNFPA's PSEAH Strategy; offers granular information on not only how to report or address SEAH, but also what can be expected after a report is made; includes a Flagship page on UNFPA's Ideation Challenge field-driven programs; and includes a resource page that includes the new UNFPA PSEAH Core Learning Package, a PSEAH Resource Mobilization Guidance; a PSEAH Action Guide for Managers; Mapping of the Survivor Journey and Experience; and SEAH Risk Assessment and Mitigation Guidance for Regional and Country Offices - in addition to the wide range of interagency tools, guidance and resources. To drive field-led PSEAH Innovation, Learning and Leadership Accountability, UNFPA utilized its corporate learning budget to source, fund, and scale innovative and field-driven learning approaches and promising practices directly from our country and regional offices. UNFPA also developed a learning package for leadership, using digital and virtual reality tools. The programme's primary goal is to bridge the gap between theoretical knowledge and confident, practical application of tangible skills for preventing and responding to sexual misconduct, and fostering the decisive, compassionate leadership needed for high-stakes situations.

In 2025, UNFPA focused on country and regional office support, conducting 15 missions, across three of its regions. These missions were included targeted learning sessions for UNFPA personnel (with a particular emphasis on IP engagement, and how to address barriers to reporting); consultations with UNFPA personnel on factors that may contribute to the perpetration of sexual misconduct, and exploration of actions that can mitigate risk, and enable reporting; and visits to communities and programmatic locations that are especially permissive to SEA. UNFPA used these field missions, the expansion of outreach to communities, and personnel consultations to refine its next PSEAH Strategy, which will be launched in Q2 of 2026, and which will extend through the first half of UNFPA's 2026-2029 Strategic Plan.

OAIS has invested heavily in training its investigators to effectively manage cases of sexual misconduct. In late 2025, investigators completed intensive training on recognizing and investigating SEAH cases through the Investigator's Qualification Training Scheme (IQTS), managed by the Core Humanitarian Standard (CHS) Alliance, a global alliance of humanitarian and development organisations focused on accountability and standardizing the application of

key principles and standards. OASIS continues to use external consultants to promptly investigate cases, resulting in the successful clearance of the backlog.

UNFPA continues to track the impact of the HQ Optimization initiative through a rigorous monitoring framework, reporting on the findings in the Executive Director's Annual Report. This monitoring will be complemented by an independent assessment currently being carried out by the Office of Audit and Investigation Services. Specifically, the assessment will evaluate whether the project was designed, managed, and implemented in an effective, efficient, and transparent manner; whether key risks to the project's objectives and benefits were - and continue to be - identified, mitigated, and monitored; and finally, whether intended benefits have been realized or remain on track for achievement

Regarding the strategic recommendation to deepen our operational emphasis across priority sexual and reproductive health areas, including HIV and other sexually transmitted infections, cervical cancer, and infertility, UNFPA remains firmly committed to an integrated, rights-based approach. These issues are integral components of comprehensive sexual and reproductive health and rights, to be advanced through primary health care and universal health coverage.

In the HIV arena, UNFPA continues to engage through its SRHR mandate and partnership with UNAIDS, as the Joint Programme undergoes a formal transition and integration process under the revised operating model. UNFPA is increasingly positioning itself to protect and potentially strengthen its comparative advantage contribution to HIV prevention and SRHR-HIV integration.

Supported by regional and country offices, the SRHR-HIV integrated agenda is being advanced through integrated workstreams focused on service delivery, systems strengthening, gender equality, data, and financing. In line with current UNFPA and WHO guidance, and in close collaboration with the six lead cosponsors of the Joint Programme, UNFPA continues to support countries to integrate relevant SRHR services into national laws, policies, programmes, and health benefit packages; strengthen standards, essential medicines lists, protocols, and provider training; apply gender-transformative and rights-based approaches to address stigma and discriminatory norms; reinforce national health information and accountability systems; and build the financing and investment case for including comprehensive SRHR services in universal health coverage packages.

UNFPA has pivoted to a systemic, "climate-by-design" programming model, embedding climate action within the Strategic Plan 2026–2029 through a new dedicated outcome on adapting to demographic change. To guide this shift, the organization is finalizing the Climate Change Value Proposition 2.0 and the first-ever Programmatic Guidance on Climate Change, which will complete UNFPA's overall climate strategy, clarify UNFPA's unique strengths and provide tailored direction for country and regional offices. We are sharpening the articulation of UNFPA's

distinct role in climate change by integrating sexual reproductive health and rights (SRHR) and gender based violence (GBV) prevention into national climate action plans, leveraging demographic intelligence and data for population vulnerability mapping, and forging partnerships to support climate-resilient health systems. Operational preparedness has been enhanced with the development of global guidance for integrating SRHR and GBV into Anticipatory Action frameworks. UNFPA is also working to establish dedicated climate positions within the Programmes Division to ensure increased global coordination and guidance to support efforts across regional and country offices. Furthermore, UNFPA is strengthening dedicated climate resource mobilization by embarking on its Green Climate Fund (GCF) accreditation application, having passed the initial eligibility assessment, and by establishing dedicated climate positions for increased global coordination.