

**Executive Board of the United Nations
Development Programme, the
United Nations Population Fund and the
United Nations Office for Project Services**

Report of the Executive Board on its work during 2014



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Part one

First regular session 2014

**Held at United Nations Headquarters in New York
from 27 to 31 January 2014**

I. Organizational matters

1. The first regular session 2014 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters, New York, from 27 to 31 January 2014. The President of the Board welcomed all delegations and thanked the outgoing President and Vice-Presidents for their leadership and commitment to the work of the Board in 2013. He congratulated the new members of the Bureau on their election.

2. In accordance with rule 7 of the rules of procedure of the Executive Board, the Board elected the following members of the Bureau for 2014:

President: H.E. Mr. Peter Thomson (Fiji)
 Vice-President: Mr. Jonathan Viera (Ecuador)
 Vice-President: Mr. Boyan Belev (Bulgaria)
 Vice-President: Mr. Vincent Herlihy (Ireland)
 Vice-President: H.E. Mr. Tuvako Nathaniel Manongi (United Republic of Tanzania)

3. The Executive Board approved the agenda and workplan for its first regular session 2014 (DP/2014/L.1), and approved the report of the second regular session 2013 (DP/2014/1 and Corr.1). The Board adopted the annual workplan for 2014 (DP/2014/CRP.1) and approved the tentative workplan for the annual session 2014.

4. Decisions adopted by the Executive Board in 2013 appeared in document DP/2014/2, which was available on the Executive Board website.

5. The Executive Board agreed in decision 2014/9 to the following schedule for future sessions of the Executive Board in 2014:

Annual session 2014:	23 to 27 June 2014 (Geneva)
Second regular session 2014:	2 to 5 September 2014

UNDP segment

II. Statement by the Administrator and gender in UNDP

6. In her opening remarks to the Executive Board (available on the Executive Board website), the Administrator thanked the outgoing President and Vice-Presidents for their commitment and support throughout 2013 and congratulated the newly elected President and Vice-Presidents for 2014. The session was webcast live and, in a short film, the Administrator highlighted development successes from different regions thanks to demand-driven, nationally owned UNDP development cooperation initiatives.

7. Looking ahead, the Administrator highlighted that 2014 was a critical year for the organization, as it began implementing its new strategic plan, 2014-2017 — the bedrock of its efforts to make UNDP a more focused, results-driven, effective and efficient organization. She pointed to steps taken to embed the plan in all areas of UNDP work, including in the new global, regional and country programmes.

8. She underscored that a central element of the organization's efforts to be more focused, results-driven, effective and efficient was the structural review process

UNDP was undertaking at headquarters and the regional service centres. The overarching aim of the structural change was to make UNDP fit for purpose, so that it could deliver on the strategic plan, 2014-2017, and make best use of the resources entrusted to it.

9. The Administrator spoke of UNDP work in support of the post-2015 development agenda process, where it was contributing its expertise in development thinking and practice, and bringing in the perspectives of the world's peoples to the debate, via initiatives such as global consultations on the post-2015 agenda and the My World survey. She also highlighted the importance of progress in United Nations Framework Convention on Climate Change negotiations, and emphasized that UNDP was giving its full support to the Secretary-General's climate change summit in September 2014.

10. The Administrator took the opportunity to update Board members on the UNDP role in responding to and assisting populations impacted by crises in South Sudan, the Central African Republic and the Syrian Arab Republic, as well as Typhoon Yolanda in the Philippines. She highlighted the UNDP commitment to support countries' efforts in peacebuilding, early recovery, resilience-building and mobilizing capacity where needed, while emphasizing the importance of taking necessary measures to protect UNDP staff against heightened security risks.

11. In conclusion, she highlighted the importance UNDP gave to promoting transparency and accountability, reflected in: its top public disclosure ranking among multilateral organizations for its commitment to transparency, by the non-governmental organization Publish What You Fund; its first and successful year implementing International Public Sector Accounting Standards (IPSAS); and its unqualified audit opinion for 2012. On United Nations reform, she reiterated the organization's strong commitment, and pointed to recent achievements: the launch of the new Delivering as One standard operating procedures, the creation of the Delivering Results Together Fund, and system-wide cost-sharing of the resident coordinator system.

12. Board members agreed that 2014 was critical for UNDP, as it began implementing its new strategic plan, 2014-2017, and engaged in support to steer post-2015 agenda discussions. They were pleased that the new strategic plan was aligned with the principles and substance of the quadrennial comprehensive policy review of operational activities for development, laid out in General Assembly resolution 67/226, and urged UNDP to adhere to its overarching priorities of poverty eradication and inclusive growth, as stated in the strategic plan, 2014-2017.

13. Delegations underlined the importance of transparency and accountability, and the need to implement the strategic plan with the full agreement of programme countries and in line with the principle of national ownership, guided by nationally defined priorities. They wished to be kept abreast of the structural change process to ensure it fulfilled its purpose of enhancing UNDP delivery and making it more efficient and effective.

14. Highlighting their ongoing concern over the imbalance between regular (core) and other (non-core) resources, Board members stressed the importance of defining and implementing the concept of "critical mass of resources", noted in the quadrennial review, which they stated was key to the success of the strategic plan.

15. Board members touched on the main agenda items up for discussion, addressed more fully below, including: the gender equality strategy, 2014-2017; the global and regional programmes; the initiative to harmonize agency country programmes and simplify their approval process; the UNDP unqualified audit opinion for the third consecutive year; the work of the UNDP Evaluation Office; and UNDP promotion of South-South cooperation and its stewardship of the United Nations Office for South-South Cooperation.

16. The Board was pleased to see gender mainstreamed in UNDP activities, and many stressed the link between gender equality and women's empowerment and poverty eradication and inclusivity. Board members encouraged UNDP to continue to advocate for gender equality and women's empowerment to receive due attention in the post-2015 development agenda, and stressed the importance of mainstreaming South-South cooperation in post-2015 discussions.

17. In response, the Administrator assured the Board that UNDP would continue to keep it informed of progress on all fronts, including the structural review. UNDP would continue to support the post-2015 development agenda process, and bring on board the views of peoples the world over. UNDP was already engaged in meaningful partnerships with both the public and private sectors and within the United Nations system, through the Global Compact and the United Nations Development Group (UNDG), while focusing on accelerating progress on the Millennium Development Goals (MDGs) before the 2015 deadline.

18. The Administrator emphasized that poverty eradication and inclusive development remained the organization's overarching priorities, focusing on inequality of vulnerable groups, women and girls, children, and the disabled, in both development and crisis situations. UNDP was fully committed to gender equality and women's empowerment, as evidenced in the new gender equality strategy, 2014-2017. Similarly, UNDP was a strong supporter of South-South cooperation, through its hosting of the United Nations Office for South-South Cooperation and its own operational work to promote South-South and triangular initiatives and share successes. In response to concerns raised by the small island developing States, she assured them of the UNDP commitment to support them in tackling their specific development needs.

19. On United Nations reform, the Administrator highlighted the UNDP commitment to implementing the quadrennial review resolution 67/226. UNDG members and the United Nations Department for Economic and Social Affairs had developed a monitoring framework to help track progress, which ensured a comprehensive, evidence-based, streamlined approach. On critical mass, UNDP would engage with Member States to come to a full understanding of what regional groups wanted, and to chart the way forward. On security, the organization did need to access the proposed \$30 million in additional funding to address rapidly changing security needs, and would inform the Board of the use of that fund during midterm budget reviews.

Gender in UNDP

20. The Director, ad interim, Bureau for Development Policy, UNDP, introduced the report of the Administrator on the implementation of the UNDP gender equality strategy in 2013 ([DP/2014/3](#)) and the UNDP gender equality strategy, 2014-2017 ([DP/2014/4](#) and annexes).

21. Board members welcomed the report of the Administrator and the gender equality strategy, 2014-2017. They appreciated the strategy's results-based grounding and alignment and entry points with the UNDP strategic plan, 2014-2017. They were pleased to see lessons learned from the previous strategy reflected in the new strategy. They emphasized the link between gender equality and women's empowerment, and poverty eradication and inclusive development. They were pleased to see and stressed the importance of gender mainstreaming in all UNDP activities, and appreciated UNDP leading United Nations system-wide efforts to ensure gender equality featured prominently in post-2015 discussions.

22. On the previous gender equality strategy, 2010-2013, delegations commended UNDP for achievements in its four focus areas, noting that the organization was well placed to promote national capacity and policies for gender equality. They viewed the focus on women's political participation and involvement in post-conflict recovery as a positive development.

23. Delegations viewed the Gender Steering and Implementation Committee as a good oversight mechanism for the gender equality strategy. Delegations were pleased that UNDP and UNICEF had developed the gender marker guidance note, and encouraged to learn that 32 country offices had applied for the Gender Equality Seal. They looked forward to the outcome of the gender equality certification process, and encouraged UNDP to empower staff to conduct gender analyses and gender impact in programming.

24. On the new strategy, the Board fully supported the continuation of gender mainstreaming efforts through the Gender Steering and Implementation Committee, and use of the gender marker and Gender Equality Seal. There was general approval for the proposal to allocate 15 per cent of resources to gender equality and women's empowerment, including at least 15 per cent in peacebuilding. Members stressed the need to build capacity at the country level, and expressed approval for the plan to establish gender advisers (a total of 70) in country offices of a certain size, with shared regional expertise in smaller offices. Some delegations indicated the need to ensure that resource allocation at the country level was done on the basis of the United Nations Development Assistance Framework (UNDAF) in consultation with the programme country.

25. Delegations welcomed the proposal to set up a separate Trust Fund for Gender Equality, focused on joint programmes, but some questioned its usefulness, which seemed to run counter to gender mainstreaming and could lead to fragmentation of funding. They requested information on that proposal, and encouraged UNDP to strengthen monitoring of gender-related expenditures to ensure sufficient resources from core and earmarked funding.

26. A number of delegations requested information on how UNDP intended to track and assess progress over the four-year cycle, and stressed the importance of reflecting lessons learned from evaluations. A few delegations stated that reporting on the strategy be done against a strong set of indicators aligned with those in the strategic plan, 2014-2017. They suggested that reporting take place in tandem with the Administrator's annual report at the annual session, to ensure alignment.

27. The Board was keen to learn more about UNDP efforts to comply with the requirements of the United Nations System-wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women. There was a request for information on

the SWAP baseline assessment conducted in 2013. Delegations stressed the important UNDP role, as UNDG chair, in promoting gender equality and women's empowerment and ensuring a clear division of labour throughout the United Nations system, in line with the quadrennial review. They were pleased with the organization's collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the World Bank and the European Union.

28. Delegations stressed the importance of political leadership in promoting gender equality and women's empowerment and in behavioural change efforts, and requested information on what UNDP was doing to strengthen leadership on gender. Some concern was expressed over gender parity gaps in middle management; the Board requested information on steps the organization was taking to address that issue.

29. In response, the Director, ad interim, Bureau for Development Policy, UNDP, noted that, while gender equality goals were ambitious, UNDP needed to lead by example. First and foremost, the organization would provide better, more frequent reporting, grounded in the principles of transparency and accountability. That included a final independent end-of-cycle evaluation. Achieving the goals required close partnerships with and strong political will by the Governments of programme countries. On SWAP compliance, UNDP had met all requirements and was ranked beyond the United Nations system average. There was nevertheless always room for improvement. Acknowledging the gender parity gap in UNDP in junior Professional positions and middle management, he stressed that UNDP compensated in top management. To address the gap, the organization was focusing on: (a) coaching; (b) accelerated promotion; (c) recruitment preference; and (d) talent management. UNDP concurred that gender parity was at the heart of its development work for two reasons: gender parity had proven to be an effective strategy against poverty and inequality; and it represented the values of the United Nations.

30. The Executive Board adopted decision 2014/1: UNDP gender equality strategy, 2014-2017.

III. Country programmes and related matters

UNDP regional programmes

31. The officer-in-charge, Regional Bureau for Africa, UNDP, presented the regional programme document for Africa, 2014-2017 ([DP/RPD/RBA/2](#)). The Director, Regional Bureau for Asia and the Pacific, UNDP, presented the regional programme document for Asia and the Pacific, 2014-2017 ([DP/RPD/RAP/2](#) and Rev.1). The Director, Regional Bureau for Arab States, UNDP, presented the regional programme document for Arab States, 2014-2017 ([DP/RPD/RAS/3](#)). The Director, Regional Bureau for Europe and the Commonwealth of Independent States, UNDP, presented the regional programme document for Europe and the Commonwealth of Independent States, 2014-2017 ([DP/RPD/REC/3](#)). The Deputy Director, Regional Bureau for Latin America and the Caribbean, UNDP, presented the regional programme document for Latin America and the Caribbean, 2014-2017 ([DP/RPD/RLA/2](#)).

32. In overall comments, Board members expressed satisfaction with the consultative, transparent process followed in developing the regional programmes in each region, and were pleased to note that the regional programmes were aligned with the UNDP strategic plan, 2014-2017, and the global programme (DP/GP/3), and most importantly with the regionally established priorities of the countries of the region.

33. Delegations stressed the importance of results-based management and achieving results, as specified in the new strategic plan, 2014-2017, and the need to strengthen the results culture. They urged UNDP to focus in all results areas on the two main objectives of the strategic plan: poverty eradication and inclusive development, as well as on accelerating MDG achievement, especially in Africa. Recognizing that results may overlap with other United Nations organizations, they encouraged UNDP to engage in close interagency collaboration to avoid duplication, and to strengthen coordination, focusing on comparative advantages.

34. Board members drew attention to issues of inequality, volatile growth, and the multidimensional nature of poverty, especially in conflict- and disaster-stricken countries, and the need for capacity-building and provision of expertise. They were pleased with the priority focus on vulnerable and excluded groups, especially the disabled, women and youth, and urged that attention to those groups be mainstreamed in all results areas and in the results and resources frameworks of each regional programme.

35. Delegations encouraged greater focus on promoting and building South-South and triangular cooperation tools and mechanisms at the regional/cross-border level, especially the transfer of technical knowledge on development solutions based on innovative approaches and partnerships, including with the private sector. They noted that the lessons learned and experience from the regional programmes and global programme, 2014-2017, would benefit and should feed into the post-2015 development agenda. Board members raised the issue of the regular (core) and other (non-core) resources imbalance, and expressed concern over its potential impact on UNDP physical presence, especially in the small island developing States.

36. In response, the regional directors assured Board members of their strong commitment to working with them in implementing the regional programmes and in responding to the needs of programme countries from a regional perspective. They reiterated that South-South and triangular cooperation remained a priority means of intervention for the regional programmes, and a linchpin for all their work at the regional and cross-border level. They noted that, in line with the UNDP strategic plan, 2014-2017, the regional programmes were grounded in the overarching priorities of poverty eradication and inclusive growth, taking into account the multidimensional nature of poverty, and built on the organization's comparative advantages and results-based management. It was acknowledged that the core/non-core imbalance was a reality and that UNDP would need to use core resources to leverage additional funding. They assured the Board that UNDP, with the aim of strengthening its regional presence, was committed to maintaining its strategic programme presence in all countries, despite the imbalance, and to assisting both least developed and middle-income countries. They assured delegations that UNDP was fully engaged with other United Nations organizations at the regional level.

37. The Executive Board adopted decision 2014/3: UNDP regional programme documents for Africa, Asia and the Pacific, Arab States, Europe and the

Commonwealth of Independent States, and Latin America and the Caribbean, 2014-2017.

UNDP global programme

38. The Director, ad interim, Bureau for Development Policy, UNDP, presented the UNDP global programme, 2014-2017 (DP/GP/3, Corr.1 and annex).

39. Board members noted that the global programme was a key tool for UNDP as a knowledge organization, and appreciated the holistic approach followed, encompassing all work areas to ensure relevance and comparative advantages. They welcomed the five priority areas, which benefited from a global perspective and were drawn from the UNDP strategic plan, 2014-2017. They commended UNDP for identifying specific areas where it had a comparative advantage, for example, in resilience building and driving the quadrennial review forward.

40. Delegations were pleased to note that the global programme addressed the recommendations laid out in the evaluation of the previous global programme, 2010-2013. They stressed that the global programme's success depended on top-notch policy advice at headquarters and adequate funding, and they sought details on what UNDP was doing to ensure that it had the capacity to deliver.

41. Board members expressed appreciation that the results and resources framework focused on select outputs from the strategic plan, 2014-2017. However, delegations expressed reservations about the issuance of the corrigendum to the global programme report, which added a new result area that they felt veered from UNDP areas of expertise laid out in the strategic plan, 2014-2017. They noted the continuing challenges to monitoring, evaluation and reporting, and the need to enhance the results and resources framework and its indicators. They recommended improving the global programme's results and resources framework in parallel with the completion of the results and resources framework of the strategic plan, 2014-2017.

42. Delegations recognized UNDP efforts to align the new regional programmes and the global programme, 2014-2017. They requested clarification on the global programme's overall architecture, and assumed that the planned UNDP corporate strategy would address that issue. They reiterated the importance of evidenced-based data in ensuring the success of the global programme, and in building the post-2015 development agenda. They emphasized the need to ensure inclusion of vulnerable populations, the disabled, refugees, women and girls, as drivers of development, and, underlining the UNDP role as leader of United Nations system coordination, encouraged UNDP to continue to pursue and build partnerships within the context of the global programme.

43. In response, the Director, ad interim, Bureau for Development Policy, UNDP, noted that the global programme focused on UNDP comparative advantages, and concentrated on quality results for strategic issues where it could make a difference. The global programme's work was grounded in analyses and research coming out of UNDP global policy centres, such as the Oslo Governance Centre, Singapore Centre for Public Service Excellence, Seoul Policy Centre, Rio+20 Sustainable Development Centre, Istanbul International Centre for Private Sector in Development and Nairobi Drylands Development Centre. He noted that UNDP was mainstreaming resilience building and crisis prevention and recover, which would

remain central pillars of its work. UNDP was committed to leading and collaborating with United Nations system organizations in all areas. He acknowledged the need for greater detail in the programme's budget and evaluation, and affirmed that UNDP would focus on refining them. On the corrigendum, he noted that UNDP had followed due process and issued the corrigendum in good faith in order to reflect ideas, especially on poverty eradication, shared by all. He touched on the impact of pursuing a poverty eradication focus in the global programme.

44. The Executive Board adopted decision 2014/2: UNDP global programme, 2014-2017.

Country programme approval process

45. The Director, Operations Support Group, UNDP, presented the report: modification to the procedures for consideration and approval of UNDP country programme documentation (DP/2014/8).

46. Board members appreciated the initiative to harmonize the relevant organizations' country programme documents and simplify their approval process. They commended the organizations for pursuing the simplification and harmonization of programming instruments in an effort to improve country programme cooperation, in line with the quadrennial review.

47. In the spirit of coherence, however, the Board would have preferred to see a joint proposal taken up during the agenda's joint segment. Stressing the need for Board consultations in a timely manner, they noted that, with the completion of the Delivering as One pilot period, the Board could not address approval of joint country programmes on an ad hoc basis, and would have preferred that the report address that issue and propose a solution. Similarly, while recognizing country programme documents coordination took place at the country level, they stressed that the Board had to be fully involved in the joint process, and its role more clearly defined.

48. In reviewing the proposed country programme format and content, Board members suggested the following elements, underscoring the need to change the country programme document format to facilitate the approval process: (a) an indicative budget, specifying how core and non-core resources would be used; (b) an integrated results and resources framework; (c) information on how results and resources frameworks were related to that in the UNDAF and national priorities; and (d) a costed monitoring and evaluation plan.

49. In addition, delegations emphasized that, given the move toward harmonization, resident coordinators and United Nations country teams had to be more engaged in the CPD development and approval process, and suggested using joint workplans and building on lessons and experiences of Delivering as One countries. On CPD accountability, the Board stressed the importance of establishing a clear accountability chain (from senior management to programme officers), which should be used for staff performance appraisals. They highlighted the importance of aligning the country programme documents with the organizations' strategic plans, national priorities and principles of the quadrennial review.

50. In response, the Director, Operations Support Group, UNDP, highlighted concerted inter-agency efforts, through discussions on standard operating

procedures, which drove the drafting of the report. The first set of CPDs coming to the Board at its annual session in June 2014 would already reflect its proposed modifications, which were grounded in Delivering as One lessons and experience, and built on the standard operating procedures. The UNDP CPD template had already addressed some specific Board requests, including a results and resources framework with indicative budget figures and fully costed evaluation plan. The CPD results were lifted directly from country level UNDAFs and aligned with the new UNDP strategic plan, 2014-2017. She assured the Board that CPD consultations began early at the country level with all national stakeholders, and continued at headquarters, a process through which the Board had ample opportunity to comment.

51. The Executive Board adopted decision 2014/7: modifications to procedures for considering and approving UNDP and UNFPA country programme documentation.

52. Pursuant to decision 2006/36, the following two country programmes, discussed earlier at the second regular session 2013, were approved by the Executive Board on a no-objection basis, without presentation or discussion: Namibia from the East and Southern Africa region; and Mexico from the Latin America and the Caribbean region.

IV. South-South cooperation

53. The Associate Administrator, UNDP, introduced the item. The Director, United Nations Office for South-South Cooperation, presented the strategic framework of the United Nations Office for South-South Cooperation, 2014-2017 ([DP/CF/SSC/5](#)).

54. Board members expressed strong appreciation for the leadership and partnership building work of the Office for South-South Cooperation, thanks to which South-South and triangular cooperation had widespread attention throughout the United Nations system. Delegations fully supported the office's strategic framework, 2014-2017, and were pleased with its focus on: (a) helping Member States make informed decisions on South-South and triangular cooperation; (b) strengthening South-South cooperation within the United Nations system; and (c) assisting partners in developing South-South cooperation policies, plans and partnerships.

55. Delegations were pleased to note that the strategic framework, 2014-2017, took into account the concerns of Member States, including their emphasis on the principles of the Buenos Aires Plan of Action and Nairobi outcome document. They expressed satisfaction that the Office for South-South Cooperation and UNDP had collaborated in defining a clear division of labour, reflected in the UNDP strategic plan, 2014-2017, and the strategic framework of the Office for South-South Cooperation, 2014-2017. They stressed that UNDP should not seek to replicate or duplicate the work of the office, but, in its own South-South cooperation work, focus on its comparative advantages through its global, regional and country programmes.

56. Board members were pleased to note that the Office for South-South Cooperation had established an inter-agency outcome board to support United Nations system work on South-South and triangular cooperation. On a related topic, they encouraged UNDP regional programme boards to invite the office to

participate in its regularly scheduled meetings and discussions. They thanked UNDP for giving the Office for South-South Cooperation policy space and financial support, and stressed the importance of adequate funding to sustain its work. They encouraged Member States in a position to do so to contribute to the United Nations Fund for South-South Cooperation.

57. Delegations were keen to see that the Office for South-South Cooperation was playing an active role in ensuring that South-South and triangular cooperation figured prominently in the post-2015 development agenda, and urged the office to lead the development of new coordination approaches to promote South-South and triangular initiatives throughout the United Nations system, in partnership with United Nations organizations and through the United Nations Development Group. Delegations emphasized that understanding and promoting South-South cooperation comparative advantages were key to its overall success and the best strategy for mainstreaming South-South cooperation in all areas of United Nations system work.

58. The Associate Administrator, UNDP, assured Board members that UNDP was fully cognizant of its stewardship role of the Office for South-South Cooperation and worked closely with the office to ensure its independence and clear division of labour, so that UNDP activities did not duplicate or overlap with those mandated for the Office for South-South Cooperation. UNDP stood ready to continue to fully support the office in fulfilling its mandate. She thanked Board members for recognizing UNDP work to mainstream South-South cooperation in its global and regional programmes and its strategic plan, 2014-2017. She noted that UNDP would build on positive models for including the Office for South-South Cooperation in its South-South related committees.

59. The Director, United Nations Office for South-South Cooperation, thanked the Board for its unwavering support, and expressed appreciation to UNDP for its ongoing stewardship of the office, especially its financial support and respect for its policy space. He noted that broad UNDP country presence had allowed the office to fully engage with partners at the country level, where it could have the greatest influence to service the needs of Member States; improve system-wide coherence support for South-South initiatives; and support South-South global alliances. He assured the Board that, in developing the strategic framework, the office: (a) built on its General Assembly mandate; (b) sought to respond to country-defined priorities, work through multi-agency approaches, and add real value, without duplication or overlap; and (c) grounded its work in a robust results and resource framework focused on monitoring and reporting, including to the Board. He stressed, in conclusion, that the Office was fully aware of its mandate and fully committed to meeting the demands of Member States and the Board.

60. The Executive Board took note of and approved the strategic framework of the United Nations Office for South-South Cooperation, 2014-2017.

V. Evaluation

61. The Associate Administrator, UNDP, introduced the item, and the Director, Evaluation Office, UNDP, presented the midterm evaluation plan, 2014-2017 ([DP/2014/5](#)).

62. Board members recognized the Evaluation Office as a leader and pacesetter in driving the UNDP evaluation function and strengthening the impact of evaluation on UNDP programme, operations and accountability. They commended UNDP and Evaluation Office leadership, noting that the midterm evaluation plan was a useful tool to determine the UNDP contribution in its areas of work, and encouraged the Evaluation Office to continue to seek and adopt cutting-edge evaluation methods. Delegations looked forward to the implications of the review of the UNDP evaluation policy and the peer review on improving the evaluation capacity, especially for efficiency and cost effectiveness, and they commended the organization for establishing the Evaluation Advisory Panel.

63. Delegations supported efforts to look closely at the impact of UNDP work in crisis and governance; to prioritize joint evaluations when synergies were evident; to indicate the level of absorptive capacity of evaluation findings; and to use evaluation findings for enhanced decision-making. They welcomed Evaluation Office plans to assess evaluations of development results, and encouraged the Evaluation Office to work with UNDP management to refine the management results chain for better accountability. Delegations endorsed the proposal to change the name of the Evaluation Office to the Independent Evaluation Office.

64. The Associate Administrator, UNDP, stressed that UNDP was keenly focused on the evaluation principles of accountability, learning and knowledge building, feeding them into decision-making and generating better results. She noted the importance of building capacity for decentralized evaluations, which was linked to national capacity-building. She welcomed delegations' emphasis on joint evaluations, which should be an integral element of joint programmes. She concurred that UNDP ability to absorb evaluation lessons was key to better learning, programming and delivery. In conclusion, she noted that the mid-term evaluation plan would align with the indicators and targets laid out in the UNDP strategic plan, 2014-2017.

65. The Director, Evaluation Office, UNDP, assured Board members that the office would consult further with them in refining the plan, and would present a costed programme of work at the annual session 2014. The office was very pleased with the high rate of uptake of the evaluation recommendations and their absorption into UNDP global and regional programmes, as well as the strategic plan, 2014-2017, which facilitated future efforts to measure progress. The office would work closely with UNDP management to align the indicators and targets of the strategic plan, 2014-2017, and noted the importance of nailing down a common evaluation language throughout UNDP on indicator and performance standards. The work of the Evaluation Advisory Panel and other reviews would add to those alignment efforts. He noted that the Evaluation Office was stepping up its partnership with the United Nations Evaluation Group.

66. The Executive Board adopted decision 2014/4 on the: (a) change of name of the Evaluation Office to the Independent Evaluation Office; and (b) medium-term evaluation plan.

VI. Financial, budgetary and administrative matters

67. The Director, Bureau of Management, UNDP, presented the response to the Executive Board on decision 2013/28 on additional resources for security measures (DP/2014/6).

68. Board members made no comments in response to the UNDP presentation.

69. The Executive Board took note of the response to the Executive Board on decision 2013/28 on additional resources for security measures.

VII. United Nations Capital Development Fund

70. The Associate Administrator, UNDP, introduced the item, and the Executive Secretary, United Nations Capital Development Fund (UNCDF), presented the UNCDF strategic framework, 2014-2017.

71. Board members welcomed UNCDF work and the Executive Secretary's leadership, and were pleased with the scope and direction of the strategic framework, 2014-2017. They were satisfied to see that the UNCDF strategic framework, 2014-2017, was aligned with the UNDP strategic plan, 2014-2017, and commended UNCDF for the consultative process conducted in developing the new framework.

72. Delegations remained positive about key UNCDF work in financing for development and assistance to least developed countries, in particular to vulnerable groups, through microfinance and microcredit schemes and other financial tools. They were pleased with related UNCDF work in decentralization and local development.

73. Board members expressed appreciation for UNCDF risk taking, and with the fund's efforts to seek out and engage in innovative financing products and create an investment fund. They cautioned, however, that UNCDF should ensure it followed clear rules of engagement. They encouraged the fund to continue to seek and build innovative partnerships with the private sector and philanthropic organizations.

74. Delegations expressed concern over the continued shortage of core resources, and urged Member States, in a position to do so, to increase contributions so that UNCDF could reach its minimum core resource threshold of \$25 million necessary to support 40 least developed countries. They encouraged UNCDF to make every effort to mobilize additional resources, including from the private sector. They stressed the importance of the fund's financial health for least developed countries, where UNCDF work was crucial and had shown signs of sustainable impact. Delegations stressed that a strong core resource base would allow the fund to maintain its physical presence in the 40 least developed countries where it had a presence, while noting that its ultimate goal was to be present in all 49 least developed countries to help to them achieve graduation.

75. The Executive Secretary, UNCDF, assured Board members that the fund was fully committed to working with them and achieving greater coherence with UNDP. He noted delegations' call for UNCDF work to be guided by the overarching principles of the UNDP strategic plan, 2014-2017: poverty eradication and inclusive development, with special attention to the most vulnerable. The ultimate goal for

UNCDF was to be present in all least developed countries, including crisis countries, to ensure maximum impact. He thanked delegations that had already made contributions to the fund's core resources, and noted that UNCDF continued to seek out and engage in partnerships inside and outside the United Nations, especially in areas of microfinance, remittances, microinsurance. He noted that delegations encouraged UNCDF to continue to be innovative and take risks, while remaining cautious, keeping the Board abreast of developments. He highlighted that UNCDF was active in post-2015 development discussions, and a member of the post-2015 task team on financing for development.

76. The Executive Board took note of the UNCDF strategic framework, 204-2017, and the preliminary results for 2013.

UNFPA segment

VIII. Statement by the Executive Director and evaluation

77. In his statement to the Executive Board (available on the UNFPA Executive Board website), the Executive Director, UNFPA, thanked the outgoing President and Vice-Presidents for their commitment, leadership and guidance throughout 2013 in helping UNFPA become more focused, results driven and accountable. He congratulated the newly elected President and Vice-Presidents for 2014, a landmark year for human rights, population and development, during which UNFPA engagement with the Board would be especially vital.

78. Turning to topics at hand, the Executive Director noted that the Board-approved strategic plan, 2014-2017, and its integrated budget, positioned UNFPA to respond effectively to challenges ahead, especially accelerating progress on Millennium Development Goal (MDG) 5 on maternal health and mortality before the 2015 deadline. The International Conference on Population and Development (ICPD) beyond-2014 review process had shown that the Cairo Programme of Action remained paramount in 2014, and was helping to create a new framework for population and development beyond 2014 that would feed into the post-2105 development agenda. He highlighted the major accomplishments since 1994, and, noting that the review's final global report would be available early in 2014, pointed to the two most important messages to take away: that inequality in all its forms was growing and that the United Nations had to continue to fight for human rights, championing the human rights-based approach.

79. The Executive Director underscored that inequality affected the poorest and marginalized the worst affected. UNFPA, in line with its strategic plan, 2014-2017, and integrated budget, focused on tackling inequality and human rights in the following areas: (a) gender equality and women's empowerment, including gender-based violence and discrimination; (b) women's and girls' health, especially maternal health and mortality (MDG 5), sexual and reproductive health and reproductive rights, and HIV prevention; (c) adolescents and youth, including comprehensive sexuality education, access to sexual and reproductive health services, and family planning; (d) urbanization and migration; and (e) governance and accountability, especially fostering free, inclusive, transparent participation of population groups in decision-making. He emphasized the UNFPA focus on poverty and exclusion, especially most vulnerable populations.

80. He noted that the Fund's focus areas clearly sat at the heart of the ICPD Programme of Action. In 2014, UNFPA, in collaboration with the United Nations system and Member States, would work to ensure that ICPD principles were a central focus of the post-2015 development framework. He stressed the importance of Member States working together on global processes, such as the Commission on Population and Development and the General Assembly special session, and in ironing out human rights related disagreements.

81. The Executive Director highlighted UNFPA corporate priorities in 2014, which included the roll-out of the new strategic plan and integrated budget; improving results-based management and monitoring and evaluation; assessing the Fund's financial architecture to ensure alignment with the strategic plan; and expanding resource mobilization through new partnerships with emerging donors and the private sector. He expressed deep appreciation for the unwavering donor support for UNFPA, and stressed that a strong core resource base was key to meeting the challenges ahead and fulfilling the ICPD mandate.

82. He also touched on UNFPA work in emergencies and crisis situations in mainstreaming gender-related programming into recovery and reconstruction efforts, notably in the Syrian Arab Republic, the Philippines and the Central African Republic in 2014. He reiterated UNFPA commitment to system-wide coherence, and fulfilling its quadrennial review mandate. UNFPA had been fully engaged with UNDG in developing the quadrennial review plan of action. On inter-agency collaboration, he drew attention to the successful UNFPA joint programme with UNICEF on female genital mutilation/cutting. He stressed the indivisibility of human rights, gender equality and sustainable human development, and appealed to the Board to work with the Fund to complete the journey begun in Cairo in 1994.

83. Board members thanked the Executive Director for his leadership throughout the transitional period, and underscored the importance of the Fund's work, especially at the regional and country levels in driving the ICPD agenda. They concurred that 2014 was critical for UNFPA, given the new strategic plan and integrated budget roll-out. They were keen to see UNFPA engaged in the ICPD beyond-2014 review, to ensure that the principles of the Cairo Programme of Action featured prominently in the post-2015 development agenda. They looked forward to reading the ICPD review report, and to participating in the General Assembly special session in September 2014. Delegations from the Latin America and Caribbean region drew attention to the importance of the Montevideo Consensus on Population and Development as a regional driver for the ICPD agenda. Another delegation cautioned against efforts to intensify ICDP intergovernmental discussions on problematic issues, especially in regional conferences.

84. Board members commended UNFPA for its work at the global, regional and country levels, and underscored its work on gender equality and women's empowerment, and sexual and reproductive health and reproductive rights — many had been lifted out of poverty, and women had had greater access to public health programmes, as results of the Fund's reproductive rights perspective. Despite progress, delegations expressed concern that gender inequality lingered along with social and economic exclusion of vulnerable groups, and that MDG 5 on maternal health and mortality would not be reached by the 2015 deadline. They urged UNFPA to make every effort to drive MDG 5 acceleration, and ensure that the post-2105

agenda fully incorporated ICPD principles and mainstreamed gender equality and women's empowerment.

85. Delegations encouraged UNFPA to continue to promote a human rights-based approach, focusing on inclusivity and most vulnerable populations. They urged UNFPA to continue to tackle issues of persistent discrimination and foster protection of human rights, while remaining sensitive to cultural and religious perspectives. They appreciated UNFPA focus on differentiated health services for youth and adolescents, especially in family planning, comprehensive sexual education and HIV prevention. They stressed the importance of UNFPA work on equality and inclusive development in middle-income countries, which continued to suffer from entrenched poverty. Some delegations strongly supported the principle of universality of operational activities, and were keen to resolve financial bottlenecks impeding UNFPA presence in certain countries. Delegations were pleased with UNFPA work in data analysis capacity-building and its focus on evidence-based programming, and supported efforts to strengthen its evaluation function through a new UNFPA Evaluation Office.

86. Board members commended UNFPA for its work in emergency and humanitarian settings, especially in mainstreaming gender issues in recovery and reconstruction, and encouraged it to work closely with the Office for the Coordination of Humanitarian Affairs. They urged UNFPA, in collaboration with the United Nations system, to prioritize and improve its capacity for rapid response in crisis situations.

87. In response, the Executive Director drew attention to two important levels of UNFPA engagement that Board members highlighted: *political*, ensuring ICPD was at the centre of post-2015 discussions, and *rights*, guaranteeing the rights of people, indivisibility of human rights and a person's capacity to define her rights. He noted delegations' emphasis on maternal mortality and universal access to family planning and contraception, especially for youth. On operations, he noted Board members' emphasis on transparency, rolling out the new strategic plan and integrated budget, and focusing on results with credibility. He thanked delegations for supporting UNFPA humanitarian work, especially on gender-based violence. He drew attention to the key role of the Fund in providing access to basic services in disaster-stricken regions. The Executive Director looked forward to working with Board members in 2014, and assured them that women and girls were at the very heart of the Fund's development mandate.

Evaluation

88. The Director, Evaluation Office, UNFPA, presented the UNFPA transitional biennial budgeted evaluation plan, 2014-2015 ([DP/FPA/2014/2](#)) and the joint UNFPA-United Nations Children's Fund (UNICEF) evaluation of the joint programme on female genital mutilation/cutting, 2008-2012. The Deputy Executive Director (Programme), UNFPA, in turn presented the management response to the joint UNFPA-UNICEF evaluation of the joint programme on female genital mutilation/cutting, 2008-2012. In her statement, the Deputy Executive Director (Programme), UNFPA, welcomed the new Director of the recently established UNFPA Evaluation Office and congratulated her on her appointment.

89. Board members were pleased with the establishment of the UNFPA Evaluation Office and the good quality of the transitional biennial budgeted evaluation plan,

2014-2015, developed by the UNFPA Evaluation Office, which had been undertaken with transparency and a broad, effective consultative process. They congratulated the newly appointed director, looked forward to working with her and the office, and requested regular updates on its work.

90. Delegations stressed the crucial importance of evaluation for knowledge building and sharing, quality assurance, evidence-based decision-making, and accountability. They commended UNFPA for the progress it had made in building a stronger evaluation function, and encouraged the Fund to take further steps to strengthen it, and to grow an evaluation culture throughout the organization. They understood that the revised evaluation policy would entail organizational changes demanding time, resources and planning, and that the Fund would need to balance the delivery of evaluations with capacity development and training, in order to professionalize the evaluation function.

91. On the transitional biennial budgeted evaluation plan, 2014-2015, delegations underscored the importance of managing and monitoring the plan, and appreciated its alignment with the new strategic plan, 2014-2017 and the integrated budget, as well as with UNEG evaluation norms and standards. They stressed the importance of feeding planned evaluations into the midterm review of the strategic plan, 2014-2017, and sought clarification on how UNFPA intended to fund evaluations. Board members requested information on criteria used in selecting evaluation themes, and stressed the importance of explicit guidance on choosing and conducting evaluations. They underlined the importance of addressing human rights and gender equality in UNFPA evaluations. They found corporate-level evaluations relevant and their scope adequate, but highlighted potential overlap between the family planning evaluation, included in the evaluation plan, 2014-2015, and the midterm evaluation of the Global Programme to Enhance Reproductive Health Commodity Security proposed for 2016. They drew attention to the use of impact evaluations, and stressed their potential importance for learning.

92. Delegations appreciated the plan's inclusion of the approach to enhance quality of programme-level evaluations, which should help to strengthen the evaluation function at the regional and country levels. They commended UNFPA for including UNDAF and "Delivering as one" evaluations in the new plan as well, encouraging the Fund to pursue its work in that area.

93. With regard to the joint UNFPA-UNICEF evaluation of the joint programme on female genital mutilation/cutting (FGM/C), 2008-2012, and the management response, Board members commended the two organizations on the joint work in undertaking the joint programme and conducting the joint evaluation. They expressed strong support for UNFPA and UNICEF work on FGM/C, and wished to see FGM/C mainstreamed in all relevant country and regional programmes. They stressed the importance of ensuring financial sustainability of joint programmes, and urged UNFPA to investigate the possibility of multi-year funding arrangements. They were keen to see more joint programmes and joint evaluations in future.

94. Delegations were pleased that the joint programme had been successful in strengthening national capacity and ensuring that national actors were in the driver's seat. They appreciated the programme's high quality and cultural sensitivity in adapting FGM/C interventions to local cultures while grounding them in a human rights-based approach. They were pleased with the progress made during phase one of the joint programme, and encouraged UNFPA to continue to play a central role in

phase two. They stressed, however, that UNFPA should take steps to address the joint programme's weaknesses identified in the evaluation.

95. Board members commended UNFPA for its commitment to partnerships within and outside the United Nations, and encouraged the Fund to consider opportunities for greater coordination with United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in the joint programme. They requested additional information on the potential benefits that UN-Women could bring to such joint efforts.

96. On joint programme elements, delegations underscored the need for a robust evidence-based results and resources framework backed by specific, measurable, achievable, relevant and time-bound (SMART) indicators, baselines and targets, to ensure effective monitoring and reporting. They looked forward to seeing the final results framework by June 2014, and urged UNFPA to identify and address key data gaps to benefit future interventions, and requested details on the extent to which objectives were reached and which approaches worked best.

97. There was a suggestion to develop common inter-agency guidance for members of the various Boards involved in reviewing joint programmers on how best to conduct future discussions on joint evaluations.

98. In response, the Deputy Executive Director (Programme), UNFPA, affirmed the Fund's commitment to coordinating with United Nations system partners, including UN-Women and the World Health Organization (WHO), with which UNFPA was engaged in developing clinical guidelines on FGM/C programming. She pointed out that UN-Women had not yet been established as a separate United Nations entity at the time UNICEF and UNFPA had developed the joint programme. She noted that UNICEF and UNFPA were negotiating with UN-Women to bring it fully on board with the joint FGM/C joint programme, especially on gender-based violence.

99. She thanked the donors supporting the multi-year funding framework through financial contributions to phase two of the joint programme, and encouraged others, in a position to do so, to consider additional contributions. She concurred that, although strong, the results-monitoring framework needed improvements, progress on which UNFPA would report to the Board at the annual session 2014. Similarly, she noted that the two organizations had integrated the issue of social norms into the monitoring and evaluation framework of phase two. The purpose was to use data analysis to create better, more targeted indicators gauging how interventions had worked in modifying social norms that supported FGM/C, and thereby more closely link interventions with sustainable behavioural change. In conclusion, she highlighted the importance of a regional, cross-border approach to FGM/C, adopted in phase two.

100. The Director, Evaluation Office, UNFPA, noted that the building blocks were in place to transform the evaluation function, and the Evaluation Office was moving into the operational phase, which was a change-management exercise. She concurred with Board members' assessment of future challenges to resources, capacity, strategic focus and evolution of evaluation, and affirmed the Fund's commitment to professionalizing the evaluation function. She noted concerns about the timing of corporate-level evaluations and their feeding into the midterm review; UNFPA would be better able to update the Board on the issue of timing following

the scheduled scoping phase of those evaluations in 2014. On evaluation capacity, UNFPA was engaged in leveraging national-level partnerships when conducting country programme evaluations, which offered a window into the quality of national capacities with which the Fund worked regularly. She emphasized the central importance of gender and human rights in UNFPA evaluation work, and assured the Board that UNFPA would explore options for conducting impact evaluations in future, bearing in mind the need to fully implement the new evaluation plan.

101. The Executive Board adopted decision 2014/5: UNFPA transitional biennial budgeted evaluation plan, 2014-2015.

102. The Executive Board took note of the joint evaluation report on the UNFPA-UNICEF joint programme on female genital mutilation/cutting: accelerating change.

IX. Country programmes and related matters

103. The Deputy Executive Director (Programme), UNFPA, presented the report: modification to procedures for consideration and approval of UNFPA country programme documentation ([DP/FPA/2014/3](#)).

104. Board members appreciated the initiative to harmonize the relevant organizations' country programme documents and to simplify their approval process. They commended the organizations for pursuing simplification and harmonization of programming instruments in an effort to improve country programme cooperation, in line with the quadrennial review.

105. In the spirit of coherence, however, the Board would have preferred to see a joint proposal taken up during the agenda's joint segment. Stressing the need for Board consultations in a timely manner, they noted that, with the completion of the Delivering as One pilot period, the Board could not address approval of joint country programmes on an ad hoc basis, and would have preferred that the report address that issue and propose a solution. Similarly, while recognizing that country programme documents coordination took place at the country level, they stressed that the Board had to be fully involved in the joint process, and that its role more clearly defined.

106. In reviewing the proposed country programme format and content, Board members suggested the following elements, underscoring the need to change the country programme documents format to facilitate the approval process: (a) an indicative budget, specifying how core and non-core resources would be used; (b) an integrated results and resources framework; (c) information on how results and resources frameworks were related to those in the UNDAF and to national priorities; and (d) a costed monitoring and evaluation plan.

107. In addition, delegations emphasized that, given the move towards harmonization, resident coordinators and United Nations country teams had to be more engaged in country programme documents development and approval process, and they suggested using joint workplans and building on lessons and experiences of Delivering as One countries. On country programme documents accountability, the Board stressed the importance of establishing a clear accountability chain (from senior management to programme officers), which should be used for performance appraisals. They highlighted the importance of aligning country programme

documents with organizations' strategic plans, national priorities and principles of the quadrennial review.

108. In response, the Deputy Executive Director (Programme), UNFPA, assured Board members that UNFPA would work closely with them to refine the country programme harmonization and approval process. She noted that the organizations had opted to await the outcome and evolution of country-level application of the standard operating procedures before proposing deeper modifications to the country programme documents format. On transparency, she stressed that Board guidance and involvement in country programme documents development and approval was fully reflected in the report, and integrated in regional and country programmes. She assured Board members that UNFPA was making every effort to ensure that country programme documents were fully aligned with the Fund's new strategic plan, 2014-2017, and integrated budget. She underlined the genuine challenges coherence poses to United Nations organizations, and reiterated the Fund's commitment to working with UNDG partners to strengthen harmonization efforts.

109. Pursuant to decision 2006/36, the following two country programmes, discussed earlier, at the second regular session 2013, were approved by the Executive Board on a no-objection basis, without presentation or discussion: Namibia from the East and Southern Africa region; and Mexico from the Latin America and the Caribbean region.

110. The Executive Board adopted decision 2014/7 modifications to procedures for considering and approving UNDP and UNFPA country programme documentation.

UNOPS segment

Statement by the Executive Director

111. In his final address to the Board, the Executive Director, UNOPS, reflected on the journey UNOPS had taken during his tenure as Executive Director. He thanked Board members for seeing UNOPS potential, adopting key decisions and providing guidance and unwavering support that allowed the organization to turn around and achieve success.

112. When the Executive Director took office, UNOPS was faced with serious financial management challenges, poor staff morale, and weak credibility. In time, however, UNOPS had proven its business model could work, and become a United Nations reform model, thanks to high efficiency, transparency and accountability. Since the biennium 2006-2007, UNOPS had received an unqualified audit statement, and in 2012 had successfully transitioned to International Public Sector Accounting Standards with an unqualified certified financial statement.

113. Those changes had given UNOPS the foundations to deliver the services and results to those most in need, though, most notably, its ability to work *within* government to build national capacities, often in difficult environments. UNOPS had met the highest international best practice standards and principles of sustainability, while remaining engaged with United Nations partners and adhering to its quadrennial review mandate. However, as challenges remained, UNOPS remained vigilant, and, as a self-financing entity, it exercised financial prudence, buttressed by a governance structure focused on accountability. The Board

relationship with UNOPS had strengthened over the years, as evidenced in key legislation and the decision to incorporate its name in the Board's own title.

114. UNOPS, he noted, had one of the highest staff morale levels of all United Nations organizations, focused on building skills and motivation by investing in training, development and learning, while streamlining recruitment processes. Transparency was a top concern, and UNOPS was the first United Nations organization to join the International Aid Transparency Initiative, making it more attractive for business with the outside world. On United Nations reform, UNOPS would have liked to see greater progress. Finally, he touched on UNOPS delivery in 2013 and implementation of the strategic plan, 2014-2017.

115. Board members commended the Executive Director for his leadership in building a professional team, regaining UNOPS financial credibility, and making it an overall success. They drew attention to UNOPS successful business model, focused on efficiency, effectiveness, transparency and accountability, which was a model for the entire United Nations system. They noted UNOPS efforts and achievements in benchmarking its work against international standards, supporting Delivering as One, pursuing excellent procurement and environmental management practices, raising staff morale to high levels, and binding lasting partnerships with entities both within and outside the United Nations.

116. In response, the Executive Director, UNOPS, expressed confidence in UNOPS future, and urged Board members to continue to guide and support the organization's positive trajectory and successful fulfilment of its unique mandate.

117. The Executive Board adopted decision 2014/6: Expression of appreciation to Jan Mattsson, Executive Director of UNOPS, 2006-2014.

Joint segment

X. Recommendations of the Board of Auditors

118. The Director, Bureau of Management, UNDP, introduced the report of UNDP on the status of the implementation of the recommendations of the Board of Auditors for 2012 ([DP/2014/7](#) and annexes). The Deputy Executive Director (Management), UNFPA, introduced the UNFPA report on the follow-up to the report of the United Nations Board of Auditors for 2012: status of implementation ([DP/FPA/2014/1](#) and annex). The Deputy Executive Director, UNOPS, introduced the report of UNOPS on the status of the implementation of the recommendations of the Board of Auditors for 2012 ([DP/OPS/2014/1](#)).

119. Board members welcomed the unqualified audit opinions for the three organizations, and the progress each made in implementing Board of Auditors recommendations. They commended each organization for successful implementation of International Public Sector Accounting Standards (IPSAS), and recognized the immense challenges the undertaking, as well as the benefits of better financial management, control and transparency. The Board looked forward to working with the organizations to meet those challenges.

120. Delegations welcomed the introduction of integrated budgets, and supported the request of the Advisory Committee on Administrative and Budgetary Questions

to include information on human resources, in particular the impact of multi-funded positions, resource envelope, finance and procurement, at the second regular session 2014. They urged UNDP and UNFPA to continue to strengthen internal controls and improve oversight and monitoring of country offices, including timely implementation of outstanding recommendations of the United Nations Board of Auditors, and to continue to ensure compliance with policies and procedures for procurement, inventory tracking and bank reconciliation.

UNDP

121. Board members welcomed the organization's unqualified audit opinion for 2012, for the third consecutive biennia, including during its first year of IPSAS roll out. They appreciated UNDP efforts to maintain its audit functions, despite declining resources, and urged UNDP to continue to provide necessary resources, noting the resource-constrained environment. They were pleased to note UNDP progress in addressing its top nine audit-related priorities, and welcomed efforts to improve programme and project design, monitoring and evaluation, procurement and asset management.

122. Noting the estimated increase in liabilities for after-service health insurance, the Board welcomed the UNDP funding plan, which would help balance funding for both programme and liabilities for the long-term financial sustainability of the organization. They encouraged UNDP to take steps to continue to reduce the number of outstanding audit recommendations, especially regarding bank reconciliation processes. There remained some concern about management of procurement related risks, in particular reducing allegations of fraud. There was an interest in e-tendering implementation as a tool to promote transparency and strengthen document trails.

UNFPA

123. Board members commended UNFPA for its unqualified audit opinion in 2012, and were encouraged to note progress in the high number of recommendations being implemented, as well as the overall reduction in the number of recommendations made. They were pleased that the UNFPA Division for Oversight Services had reached full capacity, and urged the Fund to strengthen that capacity so that it could effectively fulfil its audit function.

124. Delegations commended UNFPA for its successful implementation of IPSAS in 2012 and encouraged the Fund to address the remaining challenges to fully benefit from IPSAS opportunities, including improved internal control systems, strengthened decision-making, and more efficient financial processes.

125. Noting the importance of proper liability management, some delegations expressed concern with unfunded employee benefit liabilities, while recognizing the intention of UNFPA to fully fund those liabilities by 2017. The Board would monitor the results of the UNFPA plan to address the funding gap, and looked forward to the results of the annual examination of the funding mechanism.

126. Board members stressed the importance of efficiency and harmonization of business operations within the United Nations system, and looked forward to the results of HACT implementation in the 12 pilot countries, especially whether the HACT approach had met its intended goals and led to more effective assessment of

and cooperation with implementing partners. They urged UNDP and UNFPA to fully engage in the HACT review process.

127. In response, the Deputy Director and Chief Finance Officer, Bureau of Management, UNDP, specified that liability for unfunded after-service health insurance related to past periods. He noted that UNDP had agreed to a 15 year funding plan, but would conduct an independent liability study to specify what the funding period should be. UNDP would share the results of that study with other United Nations organizations. On national implementation, the main UNDP modality, delayed reporting was due to some partners' qualified audit opinions, which represented approximately 1 per cent of national implementation audit opinions. That said, UNDP was committed to bringing the number of qualified audit opinions to zero. He assured the Board that UNDP was taking every step to address the remaining five outstanding audit recommendations.

128. The Deputy Executive Director (Management), UNFPA, underscored that, of the 11 outstanding audit recommendations, UNFPA would complete nine by end 2014. She assured Board members that UNFPA was committed to resolving issues related to after-service health insurance and HACT. In conclusion, she noted that, thanks to a recent grant, UNFPA would be revamping its entire inventory management system with the most modern technology available.

129. The Deputy Executive Director, UNOPS, addressed three issues. On after-service health insurance and end-of-service liabilities, he pointed out that UNOPS was fully funded. On the inter-fund, he noted that UNDP and UNOPS had reconciled the issue six years earlier; what remained to be done was finding a way to settle the old balance. The organizations had agreed in mid-2013 to engage an independent external panel to bring the issue to a close before finalizing 2013 financial statements. The panel was expected to issue its final ruling by the end of February 2014. On anti-fraud, highlighting the positive Board of Auditors appraisal of UNOPS anti-fraud policies as a United Nations best practice, he clarified that the Board of Auditors was actually concerned with the very low level of *confirmed* fraud, and asked UNOPS to monitor that issue closely. On the possibility of sharing anti-fraud best practices with the United Nations system, he indicated that, as part of its growth and innovation facility, UNOPS was investing in anti-fraud mechanisms and training that it would share with its partners.

130. The Executive Board adopted decision 2014/8: Reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2012.

XI. Field visits

131. The team leader of the field visit introduced the report on the Executive Board field visit to Tajikistan (DP-FPA/2014/CRP.1), highlighting the key findings and recommendations.

132. One delegation commended UNDP and the United Nations country team for the excellent preparations and coordination of the field visit, and for the excellent integration of the work of UNDP in the national development plan. The delegation was pleased with the excellent coordination with partners as well as with

non-United Nations partners. UNDP was encouraged to conduct a study of the United Nations country team in Tajikistan in order to use it as a best practice.

133. The Executive Board took note of the report of the field visit of the Executive Board of UNDP, UNFPA and UNOPS to Tajikistan, 24 to 30 June 2013.

Annex

Report of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP

A. Performance standard on gender mainstreaming across the Strategic Plans 2014-2017 of UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP (Emphasizing country experiences; and the UN System-wide Action Plan on gender equality and the empowerment of women)

1. The President of the UN-Women Executive Board opened the meeting welcoming all participants of the joint meeting of the Executive Boards for the year 2014, including the Deputy Special Representative of the Secretary-General for Recovery and Governance and the United Nations Humanitarian Coordinator and Resident Coordinator to Liberia, Mr. Aeneas Chapinga Chuma, and UN-Women staff who joined the session via videoconference.

2. The Under-Secretary-General and Executive Director of UN-Women introduced this agenda item noting that no system-wide endeavour to promote peace, development or human rights can be effectively pursued without advancing women's empowerment and gender equality. She reiterated that the strategic plans' alignment with the Quadrennial Comprehensive Policy Review (QCPR) was the result of close collaboration among the six entities that continue to actively participate in global inter-agency initiatives at the Headquarters and field levels.

3. With respect to the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), she noted some of the common trends emerging across the accountability framework's 15 performance indicators. The head of the Entity also stressed the importance of this forum's discussion benefitting from the experience and insights from the field, with a view to highlighting the steps taken within countries to strengthen collective accountability for gender equality.

4. The Deputy Special Representative of the Secretary-General for Recovery and Governance and the United Nations Humanitarian Coordinator and Resident Coordinator to Liberia, speaking from a country perspective, outlined in his presentation the One Gender Framework developed and implemented by the United Nations country team, that accompanies the Delivering as One programme. He emphasized the importance of the United Nations system as a whole, working collectively on gender mainstreaming. These efforts must be informed by the fact that processes and structures are not an end in themselves but a means for delivering improved results for women and girls.

5. The following points were among those raised in statements delivered by over 20 Member States:

- Recognition that the UN-SWAP provides insight into the progress made in gender mainstreaming, in analyses of performance in all institutional areas.
- With regard to the implementation of measures to fulfil the performance standards, the six entities are well advanced. However, important efforts

remain necessary in several areas, such as strategic planning, resource allocation, capacity development and organizational culture.

- A call for issues such as the following to be prioritized in the post-2015 development agenda:
 - Promotion of family-based solutions to global problems;
 - Strengthening of efforts to combat sexual violence against women and girls;
 - Enhancing the sexual and reproductive health of women;
 - Strengthening laws that promote gender equality; and
 - Ensuring access to quality education and skills application for women and girls.
- The importance of performance standards in relation to compacts that UN entities establish with respect to their mandates and governing bodies.
- The importance of a prudent division of labour and elimination of duplication among UN entities as part of the UN-SWAP.
- Suggestion that the six United Nations entities, in addition to the sister agencies that participate in the UN-SWAP, should explore the possibility of providing, on a regular basis, information regarding their assessments, to their respective Executive Boards.
- In working towards enhancing the institutionalization of measures through the UN-SWAP, Delivering as One, and ensuring a coherent approach among United Nations country teams to develop joint policies, programmes and advocacy initiatives will be of critical importance.
- Call on United Nations entities to apply the United Nations Development Group's Guidance Note on the Gender Marker, in order to account for how they implement their commitments through their spending.
- The need for United Nations entities to continue raising standards of accountability on gender mainstreaming across all areas of work.
- Call for the United Nations to enhance partnership towards achieving transformative change that also takes into account gender stereotypes and rigid definitions of the roles of men and women in society.
- Suggestion that gender audits should become an obligatory exercise for all country offices.
- Call for Member States to step up funding of the commitments made on gender equality and the empowerment of women.
- Support for the stand-alone gender equality goal together with full integration of gender equality into all other goals in the post-2015 development agenda.
- Appreciation for attention paid to the situation of women and girls in conflict and post-conflict situations.

6. The President of the UN-Women Executive Board acknowledged with appreciation all staff from the six United Nations entities who worked on the development and the piloting of the UN-SWAP.

7. Principals of the six United Nations entities made the following points:

- There remains much room for improvement in spite of progress made so far. While the coordinated efforts of the United Nations entities have yielded notable results, limited resources could hinder UN-Women from doing more. All entities should keep advocacy in mind as an important component towards improving in a meaningful way, the lives of women, girls and entire populations.
- In working on gender mainstreaming, the specific needs of girls should be taken into account, including the protection of the rights of both boys and girls. The new Gender Action Plan of UNICEF, still under development, was aligned with the 2014-2017 Strategic Plan. The final version of the Gender Action Plan would be presented to the June session of the 2014 UNICEF Executive Board.
- There is need for continued focus on the unfinished business of the Millennium Development Goals, on gender equality; empowerment of women; and poverty, especially in relation to universal access to sexual and reproductive health and rights of women to make choices in this regard (MDGs 4, 5 and 6).
- Pursuing a coherent approach strengthens the capacity of the United Nations system to work on cross-cutting issues in response to national priorities. Such an approach facilitates greater focus on gender equality and the empowerment of women and girls, including in joint policy, programming and advocacy activities. All entities should continue working together towards maximizing comparative advantages and overcoming common challenges.

B. Coherence of United Nations action against poverty and vulnerability and towards resilience (Emphasizing Delivering as one at the country level to ensure the coherence of United Nations action)

8. The President of the Executive Board of [UNDP/UNFPA/UNOPS](#) welcomed the representatives of the six United Nations entities and the guest speakers from the Uruguay country office. He noted the 2012 QCPR reaffirmation that “eradicating poverty is the greatest global challenge and an indispensable requirement for sustainable development in developing countries,” calling on the funds, programmes and specialized agencies “to assign it the highest priority”.

9. The UNDP Administrator in her introductory remarks set the context for the meeting including by reinforcing some of the elements of the background paper prepared for the session. She stressed that poverty and vulnerability are multidimensional challenges caused by or contributed to by a range of factors. Therefore an integrated approach is necessary at all levels across sectors, governments and United Nations entities. The United Nations therefore needs to bring all expertise together to provide enhanced integrated and coherent advice to

countries, with a view to meaningfully contributing to the reduction of poverty and vulnerability and building resilience.

10. Guest Speaker, United Nations Resident Coordinator and UNDP Resident Representative to Uruguay, Ms. Denise Cook, was joined by the UNICEF Representative and UNDP Resident Representative in Uruguay. Accompanied by the presentation of a short video, she shared the experience of working towards increased coherence of United Nations action in Uruguay, a high-income country (according to IFI indexes), where official development assistance flows have therefore not played a significant role in its development. Ms. Cook highlighted the advantages of joint programming and called on United Nations entities to continue working towards the elimination of inter-agency barriers in this regard.

11. Points raised thereafter by 14 delegations, included the following:

- The One Fund needs further support of donors in some cases. On the overarching vision of poverty reduction and the coordinated role of the United Nations, two prerequisites are essential in this context: 1) United Nations alignment with national plans to alleviate poverty, not vice-versa. In other words, new strategic plans of United Nations entities should not necessitate the realignment of country programmes; and 2) more clarity on the requisite policy intervention with respect to poverty eradication.
- To alleviate poverty, economic growth is essential as it creates employment and earning opportunities; and generates investible revenues. Access to basic services is also a must.
- Poverty eradication should be addressed through seeking to combat its root causes.
- Alleviating poverty, addressing vulnerabilities and building resilience require multidimensional and integrated approaches. Joint programming instruments and common approaches such as Delivering as One are therefore important and it is necessary to strive for coherence in seeking to fulfil intergovernmental commitments with respect to the disadvantaged at all levels.
- Important to note (as outlined in the background paper of this meeting), the independent evaluation of lessons learned from Delivering as One provided evidence that through this approach, the United Nations development system has been better positioned to apply the kind of integrated policy solutions and responses needed to address multidimensional and interlinked development challenges.
- For meaningful programming, a solution to the lack of disaggregated data with respect to disadvantaged populations and vulnerable groups as reported by many United Nations country teams, needs to be jointly sought, together with national statistical offices.
- In order to better analyse and address challenges, the role of evaluations should be emphasized.
- The implementation of the standard operating procedures of the initiatives of Delivering as One, the basis of the QCPR reform agenda, should be accelerated at the corporate and country level. 2014 should be the year of implementation.

- Need to further address common approaches to risk management and monitoring especially in vulnerable and fragile situations.
 - United Nations entities should focus more on results rather than on process and consider joint reporting at joint Executive Board meetings.
 - Delivery as One should be implemented on a voluntary basis.
 - Need to prioritize and formulate actions based on the limited resources available with the aim of spending resources much more effectively.
12. Principals of the six United Nations entities made the following points:
- Reaffirmation of the commitment of United Nations entities to Delivering as One and United Nations reform.
 - Call for support of donors such as, with respect to the multi-donor trust fund managed by UNDP on behalf of the United Nations system.
 - Gender-responsive planning is crucial.
 - In accordance with the strategic plan and the QCPR, there are ongoing efforts to best optimize joint alignment with the national agenda. UNFPA for example is urging country offices to optimize programme and operational resources, and technical knowledge at the county level, in collaboration with the entire United Nations system.
 - Need for enhancing joint evaluation and monitoring. UNICEF, UNDP and UNFPA are currently in the process of piloting new approaches to joint monitoring at the country level.
 - The fact that the voluntary nature of Delivering as One, and that the QCPR has endorsed Delivering as One as a business model, presents a challenge in that the United Nations system finds itself working with two business models (Delivering as One versus non-Delivering as One). One way of overcoming this challenge is by testing various aspects of the standard operating procedures in non-Delivering as One countries.
13. In summarizing the meeting's discussions the UNICEF Executive Director noted that given its multidimensional nature, such as in causes, manifestations and impacts, there is need to define poverty beyond measurements of income and gross national product. The United Nations entities' diverse mandates and skills position the United Nations system very well in addressing the challenges related to poverty eradication in a complementary manner.
14. The President of the Executive Board of [UNDP/UNFPA/UNOPS](#) closed the meeting by thanking delegations and the six United Nations entities for their active participation and rich discussion.

Part two
Annual session 2014
Held at the United Nations Office at Geneva
from 23 to 27 June 2014

I. Organizational matters

1. The annual session 2014 of the Executive Board of UNDP, UNFPA and UNOPS was held at the United Nations Office at Geneva from 23 to 27 June 2014.
2. The Executive Board approved the agenda and workplan for its annual session 2014 (DP/2014/L.2), and approved the report of the first regular session 2014 (DP/2014/9).
3. Decisions adopted by the Executive Board at the annual session 2014 appeared in document DP/2014/19, which was available on the Executive Board website.
4. The Executive Board agreed in decision 2014/23 to the following schedule for future sessions of the Executive Board in 2014:

Second regular session 2014: 2 to 5 September 2014

UNDP segment

II. Statement by the Administrator and annual report of the Administrator

5. In her opening remarks to the Executive Board (available on the Executive Board website), the Administrator highlighted the importance of 2014 for UNDP. Throughout its headquarters, regional and country office network, the organization was in the process of rolling out the new strategic plan, 2014-2017, against which programmes were being aligned, and was undertaking a significant organizational change process to ensure UNDP was fit for purpose to deliver on the plan and address 21st century development challenges.
6. She opened her remarks with a video presentation on UNDP support to Lebanon and Jordan as they addressed the Syria refugee crisis. She briefed Board members on UNDP crisis-related work in the Central African Republic and South Sudan, as well as on recovery efforts in post-typhoon Philippines. She also informed them of the UNDP response to the situation in Iraq in light of the renewed conflict and instability, stressing that the UNDP role was to support recovery from crisis and to build the foundations for long-term stability and development.
7. At the global level, UNDP was supporting the process of designing the post-2015 development agenda, and continued to hope for sustainable development goals that were easy to communicate, action-oriented, achievable, and limited in number. UNDP was actively involved in preparations for the Climate Summit in September 2014 and in supporting countries and partners in taking bold steps to devise mitigation and adaptation strategies and actions, particularly through the United Nations Framework Convention on Climate Change.
8. The Administrator highlighted the importance UNDP attached to promoting and mainstreaming South-South and triangular cooperation in its work, as reflected in the UNDP strategic plan, 2014-2017. UNDP was in the process of developing a new South-South cooperation corporate strategy and was committed to hosting and supporting the United Nations Office for South-South Cooperation.

9. Turning to the annual report on the strategic plan: performance and results for 2013 ([DP/2014/11](#)), the Administrator noted that UNDP work in 2013 had taken place within the context of uneven growth and rising inequality. The organization continued to push for the achievement of the Millennium Development Goals (MDGs) and the promotion of inclusive pro-poor growth. The annual report presented UNDP performance and results in the final year of the 2008-2013 strategic plan and for the first time included reporting on the quadrennial comprehensive policy review of operational activities for development. The annual report was aligned with the strategic plan's three new areas of work: (a) sustainable development pathways; (b) strengthening inclusive and effective democratic governance; and (c) building resilience. The Administrator highlighted results achieved in 2013 under each of those three areas.

10. On the organizational restructuring, the Administrator stressed that its purpose was to ensure that UNDP was equipped to deliver on its strategic plan successfully. UNDP had already made significant shifts in headquarters to regional service centre ratios, aimed at strengthening regional presence and moving closer to country offices. It had created two new groupings: the Bureau for Policy and Programme Support, aligning policy and programme in one bureau, and a separate Crisis Response Unit. The new set up offered clear presentation of how and where services were performed with clear accountability; further opportunities for standardization and less duplication would follow. Noting that the change was not easy on staff, management had designed the restructuring to ensure fairness and transparency, while keeping the Staff Council fully engaged and the Board informed.

11. The Administrator highlighted the organization's commitment to transparency and accountability, as reflected in its public disclosure of internal audit reports, and its first place transparency ranking among multilateral development organizations in the most recent Aid Transparency Index.

12. The Administrator stressed that a strong culture of collaboration throughout the United Nations development system was essential for it to be fit for purpose in the post-2015 world. UNDP commitment to that culture was clearly reflected in its new strategic plan. She pointed to notable reform advances, such as the development of a Delivering-as-One monitoring and evaluation framework, a set of minimum requirements for countries wanting to adopt Delivering-as-One, and the implementation of system-wide cost-sharing of the resident coordinator system by United Nations Development Group members, which took effect in January 2014.

13. In referring to the report of UNDP on the recommendations of the Joint Inspection Unit in 2013 ([DP/2014/11/Add.1](#) and [Add.2](#)), the Administrator stressed that the JIU had reaffirmed that a robust and rigorous selection and appointment process was in place for resident coordinators, and encouraged United Nations organizations to make a diverse cross-section of their top talent available for resident coordinator postings.

14. Across the board, delegations commended the Administrator for her leadership and UNDP for its results in 2013 in its three areas of work. They found the annual report useful and its approach innovative, and appreciated the inclusion of a 'report card' and the bridging of the previous and current strategic plans. They welcomed the annual report's attention to gender, progress in inclusive and effective democratic governance, and resilience-building in fragile states, and commended UNDP for its disaster risk reduction work. They appreciated UNDP reporting on its

extensive global activities and on its contribution to United Nations development system results and implementation of the quadrennial review. However, some board members highlighted that in certain policy and budget areas, it was difficult to determine the organization's actual contribution. They wished to see more on UNDP challenges and lessons learned, and how the organization would address them in future programming. They recognized UNDP efforts to build and improve its monitoring and reporting capacities, and urged it to build on findings of recent evaluations.

15. Delegations stated that the organization's vision and work in its three key areas were integral to the post-2015 development agenda. They encouraged UNDP to work closely with Member States and other partners in making the new development agenda concise and transformative, grounded in the principles of effective development cooperation and flexible in adapting to national and local contexts. They further encouraged UNDP to build on its experience of capturing citizens' voices through the My World surveys and feeding them into global development debates.

16. Noting the progress reported against the quadrennial review, they underlined that stronger harmonization and cooperation were basic preconditions for UNDP and the United Nations to deliver effectively. They expressed their strong support for the structural review process, which they considered a necessary step in making UNDP stronger, more effective and a continued leader on the development front. Considering the implications for staff, however, they urged UNDP to keep staff informed in a timely manner, and encouraged UNDP to continue to engage with and keep the Board informed throughout the process.

17. One delegation, speaking on behalf of a number of countries, stressed the importance of grounding UNDP work in the quadrennial review, which gave UNDP the explicit mandate to prioritize poverty eradication as its overarching objective. UNDP should likewise work to ensure that the poverty eradication focus figured at the centre of the post-2015 development agenda. They reiterated that UNDP interventions should be demand driven and adapted to local conditions.

18. The same group of countries encouraged UNDP to give high priority to promoting and implementing South-South cooperation and facilitating the transfer of technology towards developing countries, whose purpose was distinct from and complementary to traditional North-South cooperation. They were keen to see United Nations organizations mainstream South-South cooperation in their development work. They called on UNDP to increase its human and financial support to the United Nations Office for South-South Cooperation so that it could effectively implement its mandate.

19. Another group of delegations stressed the importance of maintaining the organization's universal presence in developing countries, and highlighted the continuing need for UNDP in middle-income countries and upper middle-income countries. Several delegations continued to raise concern over the declining regular (core) resource base, which was especially critical for the least development countries and small island developing states, and urged Member States to raise their level of contributions. Pointing to the rapidly emerging new international development landscape, a number of countries stressed the need for UNDP to diversify its financing base.

20. A group of Board members requested that the Executive Board reconsider the practice of holding its annual session in Geneva every other year. Moving delegations from New York to Geneva incurred unnecessary costs, had no added substantive value and ran contrary to the practice of the other United Nations organizations, which held all their annual sessions in New York.

21. In response, the Administrator assured delegations that UNDP would work to improve its performance reporting, and build on the experience of the report card. She noted that UNDP would always make poverty eradication its top priority and was working closely with Member States to ensure it figured prominently within the post-2015 framework. UNDP also took South-South cooperation seriously and, in accordance with decision 18/1 of the High-level Committee on South-South Cooperation, was committed to supporting the United Nations Office for South-South Cooperation.

22. The Administrator noted that UNDP had taken the lead in supporting countries to accelerate the MDGs and would bring the lessons learned into the sustainable development goals. On concerns over core resources, she stressed the need for further discussion around critical mass and structured funding. Recognizing delegations' call to strengthen the resident coordinator system, she informed them that UNDP recruited the manager of the resident coordinator assessment centre through official procurement channels. She highlighted that while leadership was an important asset for a resident coordinator, UNDP needed to place more importance on development acumen. She thanked delegations for their strong support for the UNDP structural review, including efforts to move closer to the regional and country levels, and assured them that management was keeping staff regularly informed of progress. She assured Board members that in line with decision 2013/28 on the integrated budget, 2014-2017, UNDP would continue to maintain a physical presence in upper middle-income and middle-income countries on the basis of appropriate funding arrangements.

23. The Executive Board adopted decision 2014/10 on the report of the Administrator on the strategic plan: performance and results for 2013.

24. The Executive Board took note of the report of UNDP on the report of the Joint Inspection Unit in 2013 ([DP/2014/11/Add.1](#)) and the statistical annex ([DP/2014/11/Add.2](#)).

III. UNDP strategic plan, 2014-2017

25. As part of her opening statement, the Administrator informed the Board that UNDP was pursuing rigorous implementation of its new strategic plan, 2014-2017. As part of its drive for greater programme effectiveness, UNDP was aligning all its programmes worldwide to the vision, principles, parameters and performance ambitions of the new strategic plan. The aim of the alignment was not only to achieve focused, high quality programming that delivered better results in a cost-effective manner, but also to institutionalize a systematic approach to implementing future strategic plans.

26. UNDP had already made significant strides in aligning its global and regional programmes, while its alignment at the country level was grounded in respect for national priorities and its existing commitments. UNDP investments and efforts at

the country level — including the issuance of technical guidance on alignment, completion of self-assessment surveys, and an alignment toolkit — promised higher quality UNDP engagement in country programme planning and in the post-2015 development agenda process.

27. The main tool for measuring UNDP performance under the strategic plan, 2014-2017, was the integrated results and resources framework, which, the Administrator reported, UNDP was in the process of populating with baselines, annual milestones and multi-year targets. It was the first integrated framework showing the connection between development and management results and the link between resources and results. As such, it demonstrated the organization's determination to become more focused, results-driven, effective and efficient, with better monitoring and greater accountability.

28. Noting that UNDP would continue to improve the integrated framework, the Administrator thanked Board members and the External Peer Review Group for their ongoing constructive engagement. UNDP would continue to streamline and populate the framework, relying on national engagement and statistical capacities, while working to improve its own data collection and evidenced-based monitoring capacities. She would share the outcome of those UNDP efforts with the Board in the first results report for the new strategic plan, 2014-2017, at the annual session 2015.

29. Board members were pleased with the close consultations that UNDP had organized with them in developing both the new strategic plan, 2014-2017, and the integrated results and resources framework, which they viewed as a significant improvement from the previous draft framework and a milestone in transforming the organization. They called on UNDP to finalize the integrated framework for informal presentation at the first regular session 2015, with an update on the alignment of country results reporting, followed by further refinement of baselines and targets in a limited way as implementation evolved.

30. Overall, delegations appreciated the focus on results-based management and evidenced-based programming in the strategic plan and integrated framework. They recognized in particular the links between global and country-level outcomes, the production of global indicators and UNDP efforts in data collection and analysis, which would greatly improve accountability for results and internal decision-making. They called on UNDP to invest further in refining and quantifying the indicators and in building monitoring and reporting capacities, especially at the country office level. They welcomed the introduction of gender disaggregated indicators, which they said would lead the way for the United Nations development system to use gender-disaggregated data and contribute to a better understanding of the impact of their work for women. They suggested improvements to the integrated framework, including reducing the indicators to a manageable number and enhancing methods for monitoring gender results. They also encouraged UNDP to update the theory of change documents appropriately.

31. A group of delegations stressed that UNDP should prioritize poverty eradication in its programming. While noting that the strategic plan and the integrated framework were evolving documents, they underlined the importance of using internationally agreed indicators and results consistent with the goals and targets of the future post-2015 development agenda to the extent possible, and to consult with programme countries when assessing performance.

32. In response, the Administrator highlighted the significant effort that UNDP had undertaken in developing the results and resources framework and the data analysis connected to it. She indicated that UNDP was keen to stabilize the process around the integrated framework as soon as possible and finalize it in time for the first regular session 2015. She noted, however, that UNDP would continue to populate and refine the data over time. She assured delegations that UNDP indicators reflected international standards and its progress measures were based on available statistical information at the national level. UNDP, she noted, would continue to seek to harmonize results reporting with other United Nations organizations. On improving the collection and analysis of data on development, she pointed to UNDP collaboration with the Special Advisor to the Secretary-General on Post-2015 Development Planning and the United Nations Department for Economic and Social Affairs on how the United Nations system could support the “data revolution” associated with the new development agenda. She assured Board members, in closing, that UNDP fully supported the Group of 7+ countries as well as the ‘new deal’ agenda for resilience and peacebuilding.

33. The Executive Board adopted decision 2014/11 on the integrated results and resources framework of the UNDP strategic plan, 2014-2017.

IV. Human Development Report

34. In line with General Assembly resolution 57/264, the Director, Human Development Report Office, presented an update on Human Development Report consultations.

35. Board members were pleased with the 2014 topic choices of vulnerability and resilience and sought clarity on how they were chosen. Two delegations raised concern over the methodology used in calculating the human development index, and advised UNDP to consult with Member States before publishing methodological changes. They urged UNDP to respect national political systems when updating statistics and to revert to national statistics whenever national statistical institutions met the principles and best practices adopted by the Economic and Social Council. It was also crucial that UNDP took into account and built on the experiences of developing countries. Overall, delegations underlined the importance of transparency and consistency in adopting methodology and selecting data. They also sought clarity on how human development indicators were designed and how they differed from other growth indicators. One delegation, pointing to the difficulties facing the least developed countries, sought concrete recommendations on how they could achieve higher levels of development.

36. In response, the Director, Human Development Report Office, clarified that the office did not collect data and indicators from national institutions but from international institutions mandated to do so in a given field. He noted that while human development indices were taken from official data, they were often complemented with other statistics. He pointed out that the 2013 report included both human development and gross domestic product indicators. On the issue of inclusive societies, because recent data had shown that cohesive societies performed better than non-cohesive societies, the report sought to clarify the conditions that made a society inclusive and responsive. Likewise, the report’s analytical process focused on factors that made some countries, such as least developed countries,

more vulnerable and less able to achieve higher levels of development. He noted in closing that the report's topics were chosen following internal debate and discussion.

37. The Executive Board took note of the oral report on consultations regarding the 2015 *Human Development Report* in accordance with General Assembly resolution 57/264.

V. United Nations Capital Development Fund

38. The Associate Administrator, UNDP, introduced the item. The Executive Secretary, ad interim, United Nations Capital Development Fund (UNCDF), presented an overview of the Fund's activities in 2013. The Director, Local Development Programme Finance Area, UNCDF, presented the report on results achieved by UNCDF in 2013 (DP/2014/12), including the integrated results and resources framework, 2014-2017, and its methodological note.

39. Board members commended UNCDF for its tangible results in the least developed countries. They appreciated its work in developing innovative financing and programme solutions in places other development institutions often overlooked, in particular its investments in inclusive finance and local development finance. They highlighted its critical role as an incubator, early investor and catalyser, using its flexible investment mandate to form investment partnerships and model investment opportunities that governments or other institutions could in turn scale up. Such efforts helped to strengthen the ownership and accountability of local governments, enhance public service delivery, improve livelihoods, and reinforce value chains. They emphasized the importance of providing those services in a stable, well-regulated environment. They looked forward to regular evaluations and audits of the Fund's activities and called on UNDP and UNCDF to consult with the Executive Board during transition processes when recruiting the Fund's new Executive Secretary.

40. Delegations were keen to see UNCDF continue to fill its unique mandate in international aid architecture, especially in discussions on how to finance the post-2015 development agenda. Rising contributions from both the public and private sectors were an indication that the Fund's strategic framework and working modalities were on track. A group of countries stressed that despite the lingering effects of the 2008 financial crisis, contributions to UNCDF core resources had led to tangible, cost-effective results that were improving the lives of many poor, especially in the least developed countries, and achieving the Millennium Development Goals. They called on countries in a position to do so to increase contributions to the Fund's core resource base, which would ensure its continued activities in all 40 least developed countries. They also encouraged the Fund to step up its cooperation with the private sector, World Bank and the International Finance Corporation.

41. In response, the Associate Administrator, UNDP, assured Board members that the recruitment process for the new Executive Secretary was underway and would soon be finalized.

42. The Director, Local Development Programme Finance Area, UNCDF, pointed to the success of the micro-lead programme in mobilizing investments and savings

in poor and crisis countries. The programme supported the transition of successful microprogrammes in developing countries to more riskier environments in crisis and post-crisis countries. There were a variety of investment instruments that the Fund would continue to use and explore in areas such as clean energy, off-grid energy, agribusiness, and climate finance. UNCDF would continue to engage with partners to increase its core resource base and enhance its efficiency and effectiveness.

43. The Executive Board adopted decision 2014/12 on the report on results achieved by UNCDF in 2013.

VI. United Nations Volunteers

44. The Associate Administrator, UNDP, presented the report of the Administrator on United Nations Volunteers (UNV) (DP/2014/13) and its annexes: the statistical overview, the financial overview, and the strategic framework and integrated results and resources matrix, 2014-2017. The Executive Coordinator, UNV, provided an overview of the organization's results in 2012-2013, strategic direction and partnerships.

45. Board members showed strong support for the work of UNV in 2012-2013, its strategic framework, 2014-2017, and the integrated results and resources matrix, which gave the organization a stronger results-based culture. They expected UNV to be fully engaged in the development of the post-2015 development agenda and to revise and strengthen the strategic plan and matrix as the post-2015 agenda evolved. They welcomed the mainstreaming of volunteerism-related language in key global documents, and looked forward to the General Assembly mandated 2015 plan of action to "integrate volunteerism in peace and development in the next decade and beyond".

46. Overall, delegations were pleased with the scope and variety of UNV results and activities. The new plan and matrix served as guiding instruments in promoting greater coherence between international volunteering programmes and development cooperation priorities. They urged UNV to create a strong oversight mechanism for the plan and matrix to ensure implementation in line with quadrennial review principles. They commended UNV for promoting national level volunteerism schemes and national legislation for volunteerism, and encouraged it to continue to foster the mainstreaming of volunteerism in the strategic frameworks of United Nations development organizations, including in joint programmes. They were especially pleased with the integration of volunteerism in some twenty United Nations development assistance frameworks, a trend they hoped to see grow in the future.

47. Board members noted that UNV work to tackle development issues through the promotion of volunteerism strengthened multiculturalism, peacebuilding and peacekeeping, and fostered a better understanding of peoples worldwide. They were pleased to see UNV engagement in issues related to gender and the social inclusion of youth, and noted that training and formation of volunteers created a direct link with civil society. They recognized the UNV contribution to South-South cooperation, with the large majority of UN-Volunteers coming from the global South. They encouraged UNV to continue to build the capacity of new volunteers and explore new technologies for the recruitment and training of volunteers.

48. Delegations commended the organization for its evaluation activities and appreciated its joining the global South-South and triangular cooperation network, EvalPartners. They encouraged UNV to continue to broaden its regional and national knowledge networks and tighten its proximity to local communities. They underlined the importance of culling and maintaining UN-Volunteers' knowledge and experience, and for UNV to be a vehicle for the systematization of good practices in the field of organizational efficiency and effectiveness.

49. Delegations appreciated UNV partnership building efforts and the signing of memoranda of understanding with United Nations organizations and governments. One delegation stressed however that clear parameters were needed to guide UNV partnerships with the private sector to prevent conditionalities and to guarantee respect for national sovereignty. Board members welcomed the rise in donor contributions to UNV direct programme activities, thanks to the deployment of more fully funded UN-Volunteers. However, they noted with concern that contributions to the Special Voluntary Fund had fallen to levels lower than the previous biennium. They called on countries in a position to do so to increase their financial support to the fund.

50. The United Nations Office of the High Commissioner for Human Rights, the United Nations Office of the High Commissioner for Refugees, the United Nations Department of Peacekeeping Operations and the United Nations Department of Field Support highlighted their close and mutually beneficial working relationships with UNV, and noted UN-Volunteers' substantive contribution to their respective areas of work, which often took place in difficult settings and in which UNV embodied the values of the United Nations. They highlighted the high numbers and critical roles of UN-Volunteers in their organizations, and pledged their continued collaboration with UNV.

51. In response, the Executive Coordinator, UNV, assured Board members that the UNV strategic framework, 2014-2017, and integrated results and resources matrix were fully aligned with the UNDP strategic plan, 2014-2017, and the quadrennial review. On the issues of knowledge management and evaluation, the challenge was to measure the differentiated impact that UN-Volunteers (who were situated in other United Nations organizations) had in support of the United Nations. UNV was committed to boosting its monitoring and evaluation capacity to better capture its results. He recognized delegations' appreciation for the youth volunteering modality, and volunteer engagement with and empowering of local communities. On the Special Voluntary Fund, he noted the importance of expanding its mandate to allow for the scaling-up and replication of successful pilot projects — which was done at the request of partners. He concluded by recognizing the growing UNV cooperation with emerging economies, and its continuing close collaboration with other United Nations organizations.

52. The Executive Board adopted decision 2014/13 on report of the Administrator on United Nations Volunteers.

VII. Evaluation

53. The Director, Independent Evaluation Office, UNDP, presented the annual report on evaluation, 2013 ([DP/2014/14](#)). The Associate Administrator, UNDP, presented the management commentaries to the annual report on evaluation, 2013.

54. Board members welcomed the work of the Independent Evaluation Office in 2013 and UNDP support since its establishment. They commended UNDP management for promoting a corporate culture of evaluation to improve programme performance. Delegations welcomed the initiative of the Independent Evaluation Office to create the Independent Evaluation Advisory Panel and encouraged Panel members to collaborate with the Independent Evaluation Office and the Executive Board. They commended the office for its commitment and the Director for his leadership in ensuring the highest evaluation standards.

55. Delegations highlighted the role of the annual report on evaluation in helping the Board to reflect on its recommendations. They encouraged the Independent Evaluation Office to include a final section in future reports on lessons and challenges. They stressed the importance of maintaining an independent evaluation function and the need for adequate funding to guarantee its independence, and highlighted the importance of external assessments of the office. They commended the office for its success in ensuring compliance with the highest international evaluation standards, and encouraged it to improve its transparency of compliance through a better tracking system and a better recommendation classification system.

56. Delegations were pleased with the higher number of decentralized evaluations conducted by country offices in 2013, especially in Africa. Concerned however with the quality of those evaluations, they emphasized the need to support country offices in building evaluators' monitoring and evaluation capacities. They pointed to the need to address the issues of human rights and gender equality in future decentralized evaluations, as per United Nations Evaluation Group (UNEG) guidelines. They looked forward to a detailed assessment of those issues in the 2014 review of the UNDP evaluation policy.

57. On the issue of country-level evaluations, delegations requested updates on the review of assessments of development results and encouraged the Independent Evaluation Office to hone its methods for efficiency analysis. They agreed with the approach to the assessments and looked forward to more assessments in the run up to country programme finalization. They commended the office's support in building national and regional evaluation capacities and welcomed its commitment to reducing the rate of overdo management responses to decentralized evaluations. They encouraged UNDP senior management to work with the office to build programme country evaluation capacities, and urged the office and UNDP to work with partners to share practices and establish common strategies.

58. Board members welcomed the UNDP management commentaries on the annual report but suggested future commentaries focus on the report's content. They appreciated management's efforts to encourage a stronger learning-oriented dissemination strategy for evaluation findings and recommendations. However, they sought clarification on what management was doing to disseminate and monitor that strategy. They encouraged UNDP to improve the quality of its management responses and to build a stronger evaluation learning culture.

59. In his response, the Director, Independent Evaluation Office, UNDP, noted that the office worked through conferences and events between conferences to build national capacities. The office collaborated closely with UNDP country offices to ensure their collaboration with programme countries in building national evaluation capacities and evaluative literacy. The office partnered with EvalPartners and UNEG as well. He assured delegations that future annual reports would benefit from

better diagnostic analysis. On measuring efficiency and impact, he underlined the importance of having better monitoring capacity, an issue the 2014 UNDP policy review could help to resolve. Pointing to the complexities of conducting assessments of development results, he stressed the need to employ a streamlined approach that drew on multiple sources of information. He noted in conclusion that UNDP uptake of evaluation results was very high against international standards, and was working to improve quality.

60. The Associate Administrator, UNDP, assured delegations that UNDP was making every effort to track evaluations and was set to launch an interactive database of evaluation findings in autumn 2014. On the funding of the evaluation function, UNDP was awaiting the results of the UNDP evaluation policy review at the end of 2014. Building on the success of evaluations in Africa, UNDP was able to enhance its decentralized evaluations through a stronger roster of evaluators, better terms of reference and reinforced monitoring and evaluation capacity.

61. The Executive Board adopted decision 2014/14 on the annual report on evaluation, 2013.

VIII. UNDP country programmes and related matters

62. The Associate Administrator, UNDP, introduced the item and presented the extension of country programmes for Algeria, Argentina, Lebanon, Libya and Uganda (DP/2014/15). The regional directors for Africa, the Arab States, and Latin America and the Caribbean elaborated on the draft country programmes and the extensions from their respective regional perspectives.

63. The Executive Board reviewed a total of six draft country programmes from three regions: Africa region — Angola, Comoros and Kenya; Arab States region — Kuwait and Tunisia; and Latin America and the Caribbean region — Bolivian Republic of Venezuela.

64. The Executive Board took note of the first one-year extension of the country programmes for Algeria, Argentina, Lebanon, Libya and Uganda for a period of one year, from 1 January to 31 December 2015 (DP/2015/15). The Board approved the two-year extension of the country programme for Botswana, from 1 January 2015 to 31 December 2016. The Executive Board approved, on an exceptional basis, the country programme document for Kenya.

65. The Executive Board took note of the draft country programme documents, and the comments made thereon, for Angola (DP/DCP/AGO/3), Comoros (DP/DCP/COM/2), the State of Kuwait (DP/DCP/KWT/2), Tunisia (DP/DCP/TUN/2), and the Bolivian Republic of Venezuela (DP/DCP/VEN/2).

UNFPA segment

IX. Statement by the Executive Director and annual report of the Executive Director

66. In his statement to the Executive Board (available on the UNFPA Executive Board website), the Executive Director, UNFPA, thanked the members of the Board

for their continued support and feedback, viewed as essential to achieving results and creating an organization that is fit for purpose and poised to address current and future challenges. In referring to the twentieth anniversary review of the International Conference on Population and Development (ICPD), which will culminate at the General Assembly Special Session in September 2014, he underscored the considerable progress achieved over the past two decades, and called on member States to take into account the recommendations of the ICPD review, as they engage on the definition of the future sustainable development goals in a crucial year.

67. The Executive Director stressed the need to achieve universal support to human rights, gender equality, and sexual and reproductive health and reproductive rights, and highlighted the persistent discrimination, violence and harmful traditions that affect women and adolescent girls. He noted that in marking the twentieth anniversary of ICPD, it was vital to uphold the human rights of women, girls and all young people for their own dignity and well-being, as well as to meet future development goals. He also stressed that human rights are the very foundation of development and that the United Nations had a critical role to play in achieving a common understanding of this principle.

68. Turning to the annual report for 2013, the Executive Director noted that UNFPA had achieved significant progress in improving both its strategic focus and its programmatic and operational effectiveness, as reflected in the report. He then shared some of the programmatic and operational results achieved in 2013: in the area of maternal health, UNFPA had supported 38 countries' efforts to strengthen midwifery, and had provided training for more than 10,000 midwives who assist 1.75 million births annually. The new UNFPA family planning strategy "Choices not chance", rolled out in 2013, had enabled 95 countries to improve access to voluntary family planning, and stepped up the availability and choice of contraceptives.

69. The Executive Director highlighted the UNFPA contribution to integrated service delivery through leadership and the documentation of good practices in bringing together action that jointly affects sexual and reproductive health and HIV prevention and treatment outcomes. He also stressed the importance of the UNFPA focus on young people, and the development of an adolescent and youth strategy, noting that 71 per cent of country programmes formulated in 2013 included a separate output on youth. On gender equality, UNFPA had supported 123 countries in adopting related international agreements and national laws and policies, and built capacity in 86 countries for the elimination of gender-based violence, including female genital mutilation.

70. He further touched upon the UNFPA contribution to humanitarian response in the context of three large-scale emergencies, including 105 lifesaving programmes in 2013, the training of service providers from over 37 conflict or disaster prone countries on the minimum initial service package for reproductive health in emergencies, and the support provided to the gender based violence information management system in 27 countries. He indicated that UNFPA would continue to integrate preparedness and disaster risk reduction in its development results framework to ensure a more predictable, effective and measurable response, and to achieve sustainable resilience in high-risk countries.

71. The Executive Director recalled the Executive Board request, at the second regular session 2013, that UNFPA develop a framework for regional and global

interventions, and indicated that this document and its separate results and resources frameworks was now a revamped mechanism with a clearer strategic focus, stronger results chains and greater accountability.

72. In reporting on the status of UNFPA resource contribution revenue and expenses, he thanked Member States for their continued support, particularly on core contributions, critical to implement the UNFPA strategic plan and allow countries to implement the ICPD agenda. He noted that UNFPA had initiated a series of dialogues with Member States, with a view to improving predictability and flexibility of funding and expanding the donor base.

73. On the topic of human resources, the Executive Director drew attention to the efforts engaged by UNFPA towards the development of a new human resources strategy aligned with the new strategic plan and business model, involving the implementation of change management and leadership development, aimed at maintaining adequate staffing levels and strengthening a culture of accountability.

74. Delegations thanked the Executive Director for his statement and comprehensive report on progress achieved in the final year of the UNFPA strategic plan, 2008-2013, and congratulated him for his outstanding engagement in support of women's health, the empowerment of youth, and gender equality. With attention shifting to the post-2015 agenda, several delegations stated that they counted on UNFPA to ensure that the ICPD vision and its focus on human rights, as well as lessons captured in the ICPD beyond 2014 review, were reflected in the new development agenda.

75. Board members commended UNFPA for its effective contribution to accelerating progress towards achieving MDG 5, and for advances under the Global Programme to Enhance Reproductive Health Commodity Security; they indicated their continued funding commitment to the programme, given the importance of ensuring that quality life-saving commodities, including contraceptives, are consistently available. Some delegations drew attention to the need to strengthen health systems as a means to increase availability in access to sexual and reproductive health services and called on UNFPA to engage in ensuring that sexual and reproductive health issues are taken up within the broader context of health policies.

76. Delegations applauded UNFPA for prioritizing the needs and rights of the world's largest generation of young people, noting that access to sexuality education and the decisions of young people can make the difference between prosperity and poverty. Some delegations, in reference to the strategic plan outcome related to young adolescent girls cautioned UNFPA to implement this goal in accordance with national laws, and urged UNFPA to balance comprehensive age-appropriate education with abstinence programs that emphasize the risk of pre-marital sexual activity.

77. Certain delegations from Latin American and Caribbean countries reiterated their concern with regard to the new resource allocation system under the strategic plan, and its implications for the implementation of the ICPD agenda, and appealed to the Executive Director to allow for greater flexibility in response to country needs and priorities.

78. Board members appreciated UNFPA work in the context of emergencies, and concurred that UNFPA has a vital role to play in humanitarian contexts, in particular

as co-leader of the gender-based violence area of responsibility. They urged UNFPA to work in close collaboration with partners at central, regional and field levels and use the lessons emerging from the Philippines, South Sudan and the Central African Republic to pursue its robust engagement, in keeping with its commitments. They also appreciated UNFPA leadership role in addressing gender based violence at the recent global summit to end sexual violence in conflict, and looked forward to following up on the commitments made.

X. UNFPA strategic plan, 2014-2017

79. On the subject of the UNFPA strategic framework for global and regional interventions, Board members commended UNFPA for the extensive follow up to the audit of the global and regional programme. They welcomed UNFPA enhancement of transparency and accountability, and ensured the Fund that they would continue to support its efforts in this endeavour. Going forward, they encouraged UNFPA to provide additional analysis on how outcomes were achieved, risks handled and lessons learned as part of its regular reporting. They recommended the use of tools that provide a concise report of main organizational results and illustrate the progress under each outcome of the strategic plan results framework, from respective regional and global initiatives. They also welcomed the integration of the global and regional interventions as a substantive section of future annual reports.

80. In his response, the Executive Director thanked delegations for their statements and acknowledgment of UNFPA greater efficiency, and reaffirmed the UNFPA commitment to the management reforms that had been initiated.

81. He appreciated Board members' trust in UNFPA to continue the implementation of the ICPD Programme of Action, and called on delegations to adhere to a joint commitment to participate in the next General Assembly Special Session on the ICPD beyond 2014. He noted that the reaffirmation of the global community on issues related to ICPD beyond 2014 compelled UNFPA to continue working with member states to ensure that gender equality and human rights were at the centre of the new development agenda.

82. On the new strategic plan business model and resource allocation system, he assured Board members that the business model is indicative and that each country context is unique; UNFPA would exercise flexibility to avoid compromising the ICPD agenda. He reiterated his commitment to reduce early marriage and increase adolescents' access to reproductive health services as a means to improve maternal health. He also stressed the importance of sexuality education and its impact on the reduction of HIV, gender-based violence and maternal mortality, and underscored the UNFPA determination to continue working towards ensuring that the world's 600 million adolescent girls were given the opportunity and skills to understand who they were, and decide who they wanted to be in the future, as they had the potential to change the world.

83. The Executive Board adopted decision 2014/9: Report of the Executive Director: Progress in implementation of the strategic plan, 2008-2013.

84. The Executive Board adopted decision 2014/10: Strategic framework for UNFPA global and regional interventions, 2014-2017.

XI. Evaluation

85. The Director, Evaluation Office, presented the annual report on evaluation for 2012 and 2013 ([DP/FPA/2014/7](#)), and the Deputy Executive Director (Programme), UNFPA, presented the management response.

86. In her opening statement, the Deputy Executive Director (Programme) commended the recently appointed Director of the new Evaluation Office on her valued expertise, and thanked the Board for their guidance in leading UNFPA to work on changing the culture of evaluation within the organization.

87. In her response, the Deputy Executive Director (Programme) underscored the importance of solid planning and goal setting to achieve a virtuous cycle of improved performance and programme delivery. She also referred to the integrated resources and results framework that allows for close monitoring under new targets and indicators, and provides UNFPA with a robust tool to track results in real time, both at global level and country levels. She further noted that in order to improve evaluation, UNFPA was committed to embracing transparency and openness to scrutiny, these being core values that bring evaluation to the daily work of the organization.

88. Delegations congratulated UNFPA on the presentation of the annual report on evaluation, and stressed the importance they attach to the successful implementation of the revised evaluation policy, noting that it marked a turning point leading in the strengthening of the evaluation capacity throughout the organization. They were pleased to learn that the evaluation function is on track and look forward to close cooperation with the new evaluation office. They reiterated their appreciation of the structural independence of the evaluation office from management, and the fact that the transitional biennium budgeted evaluation plan for 2014-2015 indicates increased investment in this function.

89. On the issue of quality of evaluations raised in the report, Board members indicated their full support to the UNFPA plan to address the quality of decentralized evaluations as a priority, and welcomed the UNFPA proposal to implement quality assurance mechanisms at regional and country levels; they encouraged UNFPA to benchmark its evaluation function against external standards, and to consider a meta-level analysis of global thematic evaluations. Delegations also encouraged an external assessment of the office to maintain and foster high quality standards, through an external review group.

90. With respect to capacity building, they welcomed the priority attached to building capacity at the country level, given the level of concern on this issue in the report. While recognizing the challenges involved in professionalizing a dedicated evaluation service, they encouraged the development of incentives and their integration into performance management.

91. On building national capacity, delegations viewed the UNFPA partnership approach as very positive; while recognizing the limited resources available, they recommended further coordination on the matter with other United Nations entities; they welcomed additional information on the UNFPA assessment of the joint evaluation process. Some delegations emphasized the need to discuss management responses of joint evaluations at all the executive boards of funds and programmes concerned.

92. In response, the Director, Evaluation Office, UNFPA, welcomed the guidance provided and indicated that UNFPA was prepared to report back on progress against the policy and the budgeted evaluation workplan in 2015. On improving capacity and quality, including building national capacity, she noted that this was a complex issue that required professionalization across the organization, and would benefit from the drive to improve results based management. She concurred with Board members on their assessment of joint evaluations, and agreed that experience in this regard would enhance learning across the organizations involved and assured Board members that UNFPA would seek opportunities to pursue this practice.

93. The Executive Board adopted decision 2014/11: Annual report on evaluation, 2013.

XII. Financial, budgetary and administrative matters

94. The Director, Division for Oversight Services, UNFPA, presented the roadmap towards a revised UNFPA oversight policy ([DP/FPA/2014/CRP.2](#)) and delivered the management response.

95. Delegations appreciated the UNFPA proposal to revise the UNFPA oversight policy, and inquired whether a similar approach had been adopted by other United Nations organizations.

96. In her response, the Director, Division for Oversight Services, indicated that UNFPA was not aware whether other United Nations organizations were reviewing their oversight policy, and noted that the UNFPA need for change was greater. She thanked Board members for their support and called on delegations to support the approach for updating the oversight policy.

97. The Director, Division for Management Services, UNFPA, introduced the revised financial regulations and rules ([DP/FPA/2014/9](#)) and delivered the management response thereto.

98. Delegations commended UNFPA for the completed revision of its financial regulations and rules and for its efforts to mainstream the recommendations from the quadrennial comprehensive policy review, noting the impact of the quadrennial review on UNFPA operations in many respects; they also noted that the Division for Management Services had done its best to take into account the recommendations by the Advisory Committee on Administrative and Budgetary Questions (ACABQ).

99. In this respect, they pointed out that UNFPA had taken an important step to further improve its regulatory framework. They valued UNFPA efforts to improve efficiency and transparency of operations, and indicated that high administrative standards are a precondition for reliable contributions from all sources.

100. Board members referred to ACABQ concerns regarding the elimination of the requirement for monthly petty cash reporting, and stressed the need for adequate provisions to avoid misuse of funds. In reference to ACABQ recommendations, they indicated their support for new flexibility to place funds in longer-term investment instruments, under exceptional circumstances, insofar as UNFPA would not need to make use of resources from its regular budget. They also raised the issue of “special accounts”, and underscored the need to integrate these new options into accounting guidelines as essential to meet transparency standards.

101. In response, the Director, Division for Management Services, concurred with Board members on the need for adequate provisions to avoid any compromise on internal controls. He further assured delegations that the policy adopted in February 2014, following a comprehensive internal review, provided for more stringent controls over petty cash operations. He stressed the importance of internal controls for UNFPA, indicating that it was closely monitored by the Board of Auditors. On the issue of the use of the investment of funds, he assured Board members that UNFPA has provided for the necessary checks and balances, and that there is no utilization of core resources for non-core purposes, as these are retained in a separate account, excluding any possibility of overlap. He indicated that UNFPA would have the necessary accounting guidelines to ensure that transparency related to special accounts is complete.

102. The Executive Board took note of the Report of the Advisory Committee on Administrative and Budgetary Questions on the revision of the UNFPA Financial Regulations and Rules.

103. The Executive Board adopted decision 2014/12: (a) Updating the UNFPA oversight policy and (b) Revised UNFPA financial regulations and rules.

XIII. Country programmes and related matters

104. The Deputy Director (Programme), UNFPA, provided an introductory overview of the new draft country programme documents for Angola, Comoros, Kenya, Sierra Leone, Afghanistan, Timor-Leste, Tunisia and Venezuela (Bolivarian Republic of); and the programme extensions for Algeria, Burundi, Guinea-Bissau, Lebanon and Uganda. She informed the Executive Board that all programmes were developed under national leadership through extensive in-country consultations with stakeholders, and had benefitted from a strengthened quality assurance mechanism, led through the UNFPA programme review committee. She highlighted steps taken by UNFPA to align country programmes with the new strategic plan, and reiterated the UNFPA strong commitment to achieving evidence based programme delivery.

105. Following, the Director, East and Southern Africa Regional Office; the Director, West and Central Africa Regional Office; the Director, Arab States Regional Office; the Director, Asia and Pacific Regional Office; and the Director, Latin America and the Caribbean Regional Office introduced individual country programmes from their respective regions.

106. Several delegations commended UNFPA for draft country programmes developed in close collaboration with national authorities, and appreciated that documents drew on lessons learned from previous cycles and were aligned with national development plans and strategies. They acknowledged highly valued technical support of UNFPA, its focus on young people, its critical role in advancing rights based family planning, its highly valued attention to obstetric fistula, its contribution to quality data analysis and dissemination, and its engagement towards reducing gender based violence. Among their recommendations to the various programmes, delegations encouraged UNFPA to further engage civil society organizations in building local capacities, to target both young men and young women in their programmes; to gradually shift responsibility for commodity procurement to governments; to contribute to building health sector capacity on fistula repair; to further scale up support to emergency obstetric care and to

strengthen the ability to use mobile technology and e-health applications in its interventions.

107. The following delegations thanked the Executive Board for considering their programmes and thanked UNFPA for its support: Angola, Comoros, Kenya, Sierra Leone, Timor-Leste, and Bolivarian Republic of Venezuela.

108. The Executive Board took note of the draft country programme documents for Angola, Comoros, Kenya, Sierra Leone, Afghanistan, Timor-Leste, Tunisia and the Bolivarian Republic of Venezuela, and approved country programme extensions for Algeria, Burundi, Guinea-Bissau, Lebanon and Uganda.

UNOPS segment

XIV. Statement by the Executive Director and annual report of the Executive Director

109. The Executive Director, ad interim, UNOPS, presented the annual report of the Executive Director ([DP/OPS/2014/2](#) and Corr. 1) and its annexes. In his statement, he highlighted UNOPS work with its partners in 2013 and the development of its strategic plan, 2014-2017, focused on sustainability, focus, excellence and national capacity building. Noting the recent UNOPS change in management, he stated that the previous Executive Director had left the organization financially stable, with a clear mandate and an eagerness to embrace reform and change. The new Executive Director, Ms. Grete Faremo, would assume her duties in August 2014.

110. In light of its ongoing strong performance, the Executive Director, ad interim, affirmed that UNOPS had the ability and responsibility to invest in improving services. The organization would stay relevant by adapting to changing environments, improving its approach to the transfer of knowledge and capacity by helping developing countries to arrange new kinds of partnerships and access innovative funding sources, including through the South-South cooperation. UNOPS was committed to the highest performance standards and had been awarded several prestigious certificates of excellence in 2013 in areas such as project management and procurement. UNOPS put a high premium on staff learning, focused on maximizing its human and financial resources to ensure a more streamlined and efficient use of resources. Sustainability of change was key, along with the organization's ability to measure its results, especially in building national capacity through a gender equality and women's empowerment lens.

111. Board members commended UNOPS for its ongoing strong performance. They recognized the continued increase in UNOPS delivery during the strategic plan, 2010-2013, especially in least development and crisis countries. They commended the organization for its operational effectiveness and success in building national capacities in difficult settings. UNOPS work, they noted, played a key part in supplementing the work of other United Nations organizations. They noted that UNOPS had seen significant success in three out of the four overarching objectives of the 2010-2013 strategic plan, and encouraged the organization to explore with its partners ways to better address remaining challenges.

112. A group of delegations highlighted the importance of effective risk management for UNOPS implementation at country level, and looked forward to

working with UNOPS and other United Nations organizations in setting up a common approach and guidelines to joint risk assessments, risk management and risk monitoring. They indicated that the commitment to conduct joint risk assessments entailed in the New Deal for Engagement in Fragile States should serve as a starting point for developing a common framework.

113. Delegations welcomed UNOPS leadership role in driving joint procurement and encouraged United Nations organizations to strengthen their collaboration with UNOPS and continue using UNOPS procurement services. They recognized UNOPS strong record in efficiency, effectiveness and transparency and its successes in sustainable infrastructure, procurement and project management, as well as its efforts to work through national systems to build capacities. They commended UNOPS for its 2013 awards of excellence, and for maintaining its financial health, clear mandate and lines of accountability. They were pleased with UNOPS creation of a sustainability marker and proposed that the organization set up a small corporate evaluation function that would report directly to the Executive Director. Such a function would improve knowledge management and enhance results-based management. They encouraged UNOPS to step up its efforts in monitoring, reporting and evaluation.

114. In response, the Executive Director, ad interim, thanked delegations for their continued commitment and financial support, and assured them that UNOPS would continue to focus on its success areas while improving its national capacity building activities. He assured Board members that UNOPS gave high importance to its corporate evaluation function, creating tools to track and learn from its implementation activities, and was focused on quality assurance and sustainability to minimize risk. On joint procurement, UNOPS was well positioned to play a bigger role, and was spearheading efforts at the policy and principles level to help United Nations organizations to function much better. UNOPS percentage of procurement support to United Nations organizations however remained relatively low, most of its procurement support going to governments and other stakeholders. But UNOPS was ready to increase that volume in collaboration with United Nations partners.

115. The Executive Board adopted decision 2014/20 on the annual report of the Executive Director, UNOPS.

Joint segment

XV. Internal audit and oversight

116. The Director, Office of Audit and Investigations, UNDP, introduced the UNDP report on internal audit and investigations for 2013 of the Office of Audit and Investigations (OAI) of UNDP ([DP/2014/16](#) and annexes). The Director, Division for Oversight Services, UNFPA, introduced the UNFPA report on internal audit and investigation activities for 2013 of the Division for Oversight Services ([DP/FPA/2014/6](#), [DP/FPA/2014/6](#), Add.1, and annexes). The Director, Internal Audit and Investigations Group (IAIG), introduced the UNOPS 2013 annual report on internal audit and investigation activities ([DP/OPS/2014/3](#)). Presentations were each followed by management responses, delivered respectively by the Associate

Administrator for UNDP, the Deputy Executive Director (Management) for UNFPA, and the Acting Executive Director for UNOPS.

117. Board members commended UNDP, UNFPA and UNOPS for their annual reports and welcomed progress by all three organizations on addressing audit related management issues, and on steps taken to address weaknesses in high priority areas. They appreciated the inclusion of information related to financial losses through fraud, and strongly encouraged all three organizations to also provide information on amounts recovered.

118. Delegations welcomed additional human resources approved for audit and investigation for the three organizations, and inquired whether the organizations consider they have sufficient resources to fulfil their mandates in this area. They stressed the need for effective oversight controls in regional and country offices, including measures to ensure compliance with policies and procedures for delegation of authority. With respect to investigations, they requested clarification on the reasons for closing certain cases after a preliminary assessment.

119. Delegations underlined the importance of risk management and looked forward to further strengthening of risk management culture and practice.

UNDP

120. Board members appreciated actions taken by UNDP to address audit recommendations, and welcomed additional information on the accountability and oversight mechanisms in the new UNDP structure. While the number of procurement related fraud cases remained an area of concern, member states encouraged UNDP to continue its effort to examine country and regional fraud allegation patterns, and consider targeting audit and investigations resources based on its risk assessment where needed.

UNFPA

121. Delegations acknowledged progress made by UNFPA in establishing the new Office of Audit and Investigation Services, seen as a vitally important component of a comprehensive internal and external oversight structure. They were interested to know how UNFPA will manage corporate processes assessed as high audit risk, and handle the implementation of the inventory management policy, also given its importance for the global programme to enhance reproductive health commodity security.

UNOPS

122. Delegations welcomed UNOPS efforts in the area of audit and investigations, and welcomed the steady improvement in the number of unqualified project audits, as well as the proportion of project audits with a satisfactory rating. Noting the additional measures taken by management to strengthen the internal control system, they also welcomed the absence of unsatisfactory audits in 2013.

123. In response, the UNDP Associate Administrator noted that audit recommendations had been reduced from 22 to eight, and those remaining would be closed by the end of 2014. She indicated that the UNDP structural review provides an improved platform for project management from regional hubs, thereby increasing functional alignment and overall accountability. On financial

management, the UNDP clustering of services and increased attention placed on certification of financial staff is expected to achieve overall enhancement of this function. UNDP further noted that sufficient resources are available for its investigative function, provided that the trend in number of cases remains the same.

124. The Deputy Executive Director (Management), UNFPA, assured Member States that many change management processes reported in the annual report of the Executive Director addressed those processes considered high audit risk. On recovery of financial losses, full recovery had already taken place in two out of three cases; on budgeting for oversight and risk management, UNFPA was working within the approved budget, and called the Board to consider in its assessment all oversight activities, internal audit, evaluation, and management activities.

125. In his response, the Acting Executive Director for UNOPS informed that the vendor review committee was functioning well and that it had allowed agencies to share information on vendors under suspicion, and take action accordingly. On pursuing staff-related investigations, he indicated that critical cases were examined by the United Nations Office of Legal Affairs, and final decisions on disciplinary cases were taken by an independent judge; he added that UNOPS was committed to sharing information on legal constraints faced when exchanging information with partner agencies and to taking all steps within its reach to pursue cases.

126. The Executive Board adopted decision 2014/15 on the internal audit and investigations reports of UNDP, UNFPA and UNOPS.

XVI. Reports of the Ethics Offices of UNDP, UNFPA and UNOPS

127. The Director, Ethics Office, UNDP, presented the activities of the UNDP Ethics Office in 2013 ([DP/2014/17](#)) and the Associate Administrator, UNDP, presented the management response. The Officer-in-Charge, Ethics Office, UNFPA, presented the report of the UNFPA Ethics Office for 2013 ([DP/FPA/2014/4](#)) and the Director, Office of Human Resources, UNFPA, presented the management response. The Director, Internal Audit and Investigations Group, UNOPS, acting on behalf of the UNOPS Ethics Officer, presented the activities of the UNOPS Ethics Office in 2013 ([DP/OPS/2014/4](#)) and the Executive Director, ad interim, presented the management response.

128. A group of delegations welcomed the reports of the UNDP, UNFPA and UNOPS ethics offices and agreed that a strong ethics function was key to effective oversight. They commended managements' strong support of their respective ethics offices and encouraged them to continue to uphold their commitment, including through allocating sufficient resources to the ethics function. They stressed the important role that the ethics offices play in creating a culture of integrity and accountability throughout the United Nations system, especially given the importance of zero tolerance for corruption and the need to demonstrate the organizations' efficiency and effectiveness. They stressed the need to protect and encourage whistle blowers, and they requested the organizations to institute (or revise) policies that prevent retaliation against whistle blowers, providing for a limitation period of not less than six months within which to report retaliation. They urged the organizations to provide ethics training to staff at both the headquarters and field levels, and to take measures to track the effectiveness of such programmes. The delegations further encouraged UNDP, UNFPA and UNOPS to harmonize their

protection against retaliation policies among each other and with the other members of the Ethics Panel of the United Nations.

129. One delegation commended UNDP management for UNDP Ethics Office survey findings which indicated that staff were not reluctant to report misconduct because of any fear of retaliation. However, the delegation raised concern with the anecdotal evidence indicating that staff often did not step forward to report wrongdoing because of a prevalent perception that nothing would be done to rectify the matter, a perception exacerbated by the purported lack of visible, timely and/or punitive measures against staff involved in wrong doing. While commending UNDP for its efforts underway to address that perception, the delegation suggested that each organization undertake a similar effort to ensure any fears that may dissuade staff from reporting misconduct were adequately addressed.

130. The Associate Administrator, UNDP, assured Board Members that UNDP took the report and the recommendations of the Ethics Office seriously. On the staff perception issue identified in the report of the Ethics Office, she informed the Board that a working group led by the Bureau of Management and comprised of key representatives from the Legal Support Office, the Office of Human Resources, the Office of Audit and Investigations, and the Ethics Office had had their initial meeting to discuss the causes of the underlying perception issues and different possible steps to address the staff perception issues identified more effectively and proactively. The Officer-in-Charge, Ethics Office, UNFPA, likewise addressed the perception issue, assuring delegations that the Fund followed strict legal procedures and issued regular circulars to the staff setting out actions taken by the Fund on allegations of misconduct, and ensured due process for all persons involved. The Executive Director, ad interim, UNOPS, also indicated that UNOPS addressed each individual complaint seriously, issued regular reports on the status of investigations, and was undertaking an awareness-raising campaign for staff on ethics-related concerns. UNDP, UNFPA and UNOPS all noted that they would take delegations' proposals for improvement into consideration.

131. The Executive Board adopted decision 2014/22 on the reports of the Ethics Offices of UNDP, UNFPA and UNOPS.

Part three
Second regular session 2014

Held at United Nations Headquarters in New York
from 2 to 5 September 2014

I. Organizational matters

1. The second regular session 2014 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters, New York, from 2 to 5 September 2014.
2. The Executive Board approved the agenda and workplan for its second regular session 2014 (DP/2014/L.3), and approved the report of the annual session 2014 (DP/2014/18). The Board approved the draft annual workplan for 2015 (DP/2014/CRP.2) and approved the tentative workplan for the first regular session 2015.
3. Decisions adopted by the Executive Board at the second regular session 2014 appear in document DP/2015/2, available on the Executive Board website.
4. The Executive Board agreed in decision 2014/29 to the following schedule for sessions of the Executive Board in 2015:

First regular session:	26 to 30 January
Annual session:	1 to 12 June (New York)
Second regular session:	1 to 4 September

UNDP segment

II. Statement by the Administrator and financial, budgetary and administrative matters

5. In her opening remarks to the Executive Board (available on the Executive Board website), the Administrator addressed four main topics: UNDP response to simultaneous international crises, including the Ebola outbreak in West Africa; its support to key global development processes; progress in implementing the strategic plan 2014-2017, and the organizational restructuring; and the organization's financial resources and the importance of transparency and accountability. She began with a video showcasing UNDP work in support of the South Pacific tuna fishing industry, focusing on sustainability challenges and livelihoods.
6. The Administrator stressed that the debilitating impact of crises and conflicts on development gains demanded the international community's focused attention. UNDP was fully engaged in the response to concurrent crises in line with its mandate to support early recovery and build resilience. She spoke of UNDP engagement in Iraq in assisting targeted and vulnerable communities. She touched on UNDP livelihoods work and resilience building in response to conflict in the Syrian Arab Republic, its damage assessment and recovery planning in Gaza, and its election audit support in Afghanistan. She highlighted UNDP governance stabilization programmes in the Central African Republic, as well as its early recovery, and peacebuilding and reconciliation work in South Sudan. On the Ebola outbreak in West Africa, UNDP was actively engaged with affected countries and the wider United Nations system to coordinate and provide support to the national and regional response.
7. She stressed that to successfully address those crises and the broader challenges of poverty, climate change and environmental degradation, the

international community had to agree on an ambitious global development agenda. UNDP support to the post-2015 development agenda process, as well as Millennium Development Goal (MDG) acceleration, included helping countries to develop MDG acceleration action plans, which facilitated transition from the MDGs to future sustainable development goals. She highlighted the leading UNDP role in United Nations coordination and its commitment to working with the United Nations development system in empowering the resident coordinator system and making United Nations country teams and the system fit for purpose for the post-2015 world. She drew attention to UNDP work on climate change, highlighting its active role in organizing and participating in the Third International Conference on Small Island Development States. UNDP was likewise actively engaged in supporting the Secretary-General's Climate Change Summit 2014.

8. UNDP had designed its strategic plan, 2014-2017, to ensure that it was able to respond successfully to those challenges and to programme country needs now and beyond 2015. The plan resonated with the priorities of programme countries and regional organizations, and its main themes were attuned to the emerging global development agenda. Country offices, regional bureaux and the Bureau for Policy and Programme Support fully embraced the focus on programme quality and results. Programme alignment was proceeding rapidly and on schedule, with all five regions and close to 60 country offices having completed the first phase, with full completion expected by the first quarter of 2015.

9. The Administrator briefed the Board on the organizational change. UNDP had begun realigning staff against the new structures, focused on strengthening weak areas while reinforcing results-based management, knowledge management and programme quality assurance. UNDP had completed the job fair's first round and informed a large proportion of staff of their new roles. The new structures were expected to be up and running by early October 2014 and staff fully operational by the end of 2015. UNDP was committed to implementing the process expeditiously, without compromising fairness. When completed, all policy services would be functionally aligned in the new Bureau for Policy and Programme Support, advisory services better aligned to programme country needs, and headquarters' footprint much smaller. Recognizing the difficulties placed on staff, she assured the Board that the changes and new ways of working would engender more streamlined processes and enhanced efficiency.

10. The Administrator also introduced the annual review of the financial situation, 2013 (DP/2014/20 and its annexes) as well as the detailed information relating to the annual review of the financial situation, 2013 (DP/2014/20/Add.1). In 2013 UNDP had received an unqualified audit opinion, representing nearly a decade of clean audit opinions. UNDP would build on that achievement by further improving the national implementation framework through tighter risk-based management. In 2013, UNDP received total contributions of \$4.83 billion, with total expenses at \$5.25 billion. Regular resources reached \$895.7 million, up 5.9 per cent from 2012, and the organization's donor base broadened with 6 more members to reach 56. Other (non-core) contributions amounted to \$3.93 billion in 2013, with an increase of 30 per cent from programme countries. The 2013 balance of unexpended resources was \$4.37 billion, a slight increase from 2012 owing in part to prior period adjustments undertaken in compliance with International Public Sector Accounting Standards. UNDP attached great importance to transparency and accountability, as demonstrated through its publishing of extensive information on

the website open.undp.org; its work as founding member and co-host of the International Aid Transparency Initiative; and public disclosure of its internal audit reports.

11. Board members welcomed the Administrator's close engagement with Member States and leadership of UNDP. They commended UNDP for its global presence in a time of great volatility. Drawing attention to the debilitating impact of evolving conflict and crisis on human development, delegations pointed to the vital leadership role of UNDP in supporting the transition from relief to development and its coordinating role in the United Nations development system. The focus on inclusive institutions and resilience put the organization in a strong position to make a meaningful contribution, especially in crisis-affected and fragile settings. They encouraged UNDP to continue to make inclusiveness and resilience a top strategic priority, and to build its capacities in those areas.

12. Delegations stressed the unique role of UNDP on poverty reduction and in helping to accelerate progress on the MDGs and in driving forward the post-2015 development agenda. Board members highly valued UNDP input and advice during discussions of the Open Working Group on Sustainable Development Goals. Delegations attached great importance to the organization's continued work in supporting Member States' consultations on the post-2015 development agenda and looked forward to its consistent, strong support throughout the following year as Member States worked towards agreement on a transformative agenda to eradicate poverty and make sustainable development their common endeavour.

13. A group of delegations stressed that both the quadrennial review and the UNDP strategic plan, 2014-2017, mandated the organization to give highest priority to poverty eradication as its overarching objective. Furthermore, they encouraged UNDP to give high priority to implementing South-South cooperation-related projects, and to facilitate technology transfer to development countries. Recalling decision 18/1 of the High-level Committee on South-South Cooperation, they called on UNDP to increase its human and financial support to the United Nations Office for South-South Cooperation.

14. On the global programme, 2014-2017, a number of delegations stressed that UNDP should focus on transitioning from the MDGs to a more ambitious, universal and transformational agenda based on sustainable development goals and the post-2015 development agenda, thereby aligning programme activities to the new framework. They viewed the 2015 mid-term review of the strategic plan and the results framework as an ideal opportunity to refine that alignment. They stressed that UNDP programme activities, including the global programme, must be demand driven, take fully into account programme countries' needs and objectives, and be able to adapt to regional and local conditions. They underscored the importance of UNDP universal presence in programme countries, including in middle-income countries.

15. On the structural review, delegations appreciated the Administrator's engagement with the Board and increased transparency. They were keen to learn how the changes would impact delivery and how they would enhance the ability of UNDP to deploy fit-for-purpose support in crisis-affected and fragile settings. They recognized that the structural change process was not easy, and encouraged the organization to keep the Board regularly informed.

16. A group of delegations expressed concern about the impact of the structural review on developing country personnel. They noted that a development organization choosing to selectively ignore developing country representation did not send the right signal to developing countries that considered UNDP an egalitarian, transparent organization. In that regard, the group looked forward to further strengthening of transparency, accountability and governance of the United Nations system. In referring to General Assembly resolution 67/226 on the quadrennial review, they stressed the importance of inclusive governance structures in the United Nations development system, which they noted should reflect equitable regional representation.

17. Board members welcomed progress on the integrated results and resources framework. They encouraged UNDP to expedite the framework's implementation and looked forward to further analysis on field capacity and performance and programme results. Some delegations called for future reports to include resources channelled to South-South cooperation in the context of trilateral agreements with UNDP. Delegations overall commended UNDP for an impressive annual report on the financial situation, which illustrated how data, information and analysis brought the organization's work to light. They underscored the importance of evaluation and urged UNDP to promote a culture of evaluation throughout the organization. They looked forward to a constructive evaluation policy review process, and encouraged UNDP to develop methodologies to better track outcomes and its contribution to them. They stressed that UNDP had to be a standard-bearer in championing evidence-driven work. Underlining that transparency, results-orientation and efficiency were of key importance, Board members welcomed UNDP efforts to develop a publically accessible online platform to track results and resources, and reiterated the need for better risk management.

18. In response, the Administrator thanked delegations for supporting UNDP implementation of the strategic plan, 2014-2017, and the integrated framework. UNDP would use the mid-term review to refine the plan and the framework, in accordance with national priorities, with the aim of eradicating poverty and reducing inequality. UNDP encouraged its country offices to enhance the use of evidence, seek opportunities to engage in emerging areas, and foster South-South cooperation. In developing the strategic plan, UNDP sought to make the organization fit for purpose to implement both MDG acceleration and the post-2015 agenda. Similarly, in grounding the global programme in the strategic plan, UNDP sought to align it to the post-2015 agenda, with a strong South-South cooperation focus, and with the aim of helping programme countries adapt their national programme strategies to sustainable development goals. UNDP work in crisis and conflict countries was closely linked to the critical mass concept, which would give UNDP the ability to respond where needed. UNDP also attached great importance to its global physical presence in programme countries, including middle-income countries.

19. The Administrator highlighted that although difficult the organizational changes would prove worthwhile once completed. UNDP management was mindful of the geographical representation of staff during the selection process, and would regularly update the Board. On the issue of the longer-term governance structure of the United Nations development system, the funds and programmes were keenly attuned to the fit-for-purpose issue and engaged in discussions with the United Nations Development Group to ensure full alignment with the interactive dialogue

that would take place in the Economic and Social Council and would inform the Secretary-General's 2016 quadrennial review report.

20. Furthermore, UNDP was using an implementation plan to systematically capture UNDP progress against the quadrennial review, in collaboration with other United Nations system organizations. In addition, UNDP took South-South cooperation seriously and would continue to enhance support to the United Nations Office for South-South Cooperation, as well as its own programmatic approach to South-South cooperation. UNDP was working diligently to implement the recommendations of decision 18/1 of the High-level Committee as well as the Secretary-General's own recommendations.

21. The Administrator stressed that UNDP was committed to robust evaluations of its work in collaboration with national counterparts. UNDP would review, with the aim of strengthening, its evaluation policy in consultation with the Board and the Independent Evaluation Office, which would include firmly establishing quality assurance for decentralized evaluations. UNDP would publish evaluations, as delivered, following discussions between evaluators and management.

22. The Executive Board adopted decision 2014/24 on funding commitments to UNDP and implementation of the quadrennial comprehensive policy review of operational activities for development.

III. Funding commitments to UNDP

23. As part of her opening statement, the Administrator introduced the status of regular resources funding commitments to UNDP and its funds and programmes for 2014 and onwards (DP/2014/21). She noted that contributions to UNDP regular resources in 2014 were projected to reach \$850 million, subject to exchange rate fluctuations, and included payments budgeted for 2013 but received in 2014. The total amounted to 49 per cent of the \$1.75 billion integrated budget target for 2014-2015. She encouraged Board members that had not already done so to make their contributions as early as possible.

24. The Administrator stressed that regular (core) resources were and would continue to be at the heart of the organization's ability to deliver results. Regular resources financed the organization's long-term expertise, corporate management and oversight systems. They helped to build country office networks and direct support to the poorest and most vulnerable, and were critical for the effectiveness and coherence of the United Nations development system, which UNDP led and coordinated. On other (non-core) resources, which were lightly earmarked, UNDP was able to align them with programme country priorities and the outcomes of the strategic plan, 2014-2017. The issue of core and non-core in relation to the concept of critical mass is covered in section XIV on the quadrennial review.

25. Board members thanked the Administrator for the consultative approach UNDP had followed — especially important in the light of General Assembly resolution 67/226 on the quadrennial review that put funding of the strategic plan and the integrated framework at the centre of the Board agenda. They concurred that core resources had to remain the bedrock of UNDP funding, as a prerequisite for its ability to be strategic, responsive and predictable in delivering results. They fully agreed with the organization's focus on mobilizing further resources, including at

the local level, and encouraged it to attract further resources from the private sector in order to diversify the overall resource base.

26. They were pleased to note the increased number of countries, including programme countries, making contributions to the regular budget, but remained concerned with the continuous imbalance between regular (core) and other (non-core) funding. Board members encouraged UNDP to explore ways to make non-core resources more flexible and predictable, while ensuring its alignment with the strategic plan and national priorities. They looked forward to recurring structured dialogue, on an annual basis, to ensure that the Board fulfilled its oversight role on financing UNDP priorities. A number of delegations requested that UNDP develop a resource mobilization plan to fund the outcomes of the integrated results and resources framework. In the plan, UNDP should present specific actions to increase core resources and concrete suggestions on incentives, mechanisms and funding modalities to increase less restricted/earmarked non-core aligned to the outcomes of the strategic plan, 2014-2017.

27. In response, the Administrator welcomed Board members' affirmation that core resources had to remain the bedrock of UNDP funding, while agreeing on the need to engage in recurring structured dialogue on unearmarked non-core funding. Part of the structured dialogue would be to focus on specific actions to increase the organization's core resources. UNDP was ready to discuss incentives to attract greater core resources as well as unearmarked non-core resources.

28. The Executive Board adopted decision 2014/24 on funding commitments to UNDP and implementation of the quadrennial comprehensive policy review of operational activities for development.

IV. Country programmes and related matters

29. The Permanent Representative of Afghanistan presented and elaborated on the country programme document for Afghanistan. The regional directors for the regional bureaux for Asia and Pacific, Europe and the Commonwealth of Independent States, and Latin America and the Caribbean presented their country programme documents for Afghanistan, Timor-Leste, Bosnia and Herzegovina, Ecuador and Paraguay, respectively, elaborating on them from their respective regional perspectives. The Deputy Director, Regional Bureau for Africa, presented and elaborated on the country programme document for Sierra Leone, as well as the exceptional third one-year extension of the country programme for Guinea-Bissau.

30. The Executive Board reviewed and approved, in accordance with its decision 2014/7, the following country programme documents: Afghanistan ([DP/DCP/AFG/3](#)), Bosnia and Herzegovina ([DP/DCP/BIH/3](#)), Ecuador ([DP/DCP/ECU/2](#)), Paraguay ([DP/DCP/PRY/2](#)), Timor-Leste ([DP/DCP/TLS/2](#)), and Sierra Leone ([DP/DCP/SLE/3](#)).

31. The Executive Board approved, in accordance with its decision 2006/36, the following final country programme documents, reviewed at the annual session 2014: Angola, Comoros, Kuwait, Tunisia, and the Bolivarian Republic of Venezuela.

32. The Executive Board approved the exceptional third one-year extension of the country programme for Guinea-Bissau ([DP/2014/22](#)).

33. The Executive Board approved the exceptional fourth one-year extension of the country programme for the Syrian Arab Republic (DP/2014/22/Add.1).
34. The Executive Board took note of the first one-year extension of the country programme for Iraq (DP/2014/22/Add.1).

V. Implementation of the quadrennial comprehensive policy review

35. As part of her opening statement, the Administrator introduced a paper on achieving critical mass for development success, which dealt in particular with the concept of *critical mass* as laid out in General Assembly resolution 67/226 on the quadrennial review. In its paper exploring the concept of critical mass, UNDP proposed that the Board formally recognize the organization's need for a certain level of resources — a critical mass — provided through unearmarked and relatively unearmarked channels. Critical mass was needed to enable UNDP to achieve the results laid out in the integrated results and resources framework associated with the strategic plan, 2014-2017.

36. The Administrator indicated that the level of critical mass necessary to implement the strategic plan, 2014-2017, ranged from \$11.9 to \$13.1 billion. While recognizing that the critical mass estimate surpassed the organization's existing level of regular (core) resources, UNDP was committed to improving its management and reporting on funding to convince partners of its necessity. UNDP sought Board endorsement of the general concept of critical mass and proposed that the organization continue to develop new funding modalities, as its structured dialogue with Member States continued, so it could eventually reach the proposed level of critical mass funding.

37. Delegations across the Board agreed that adequate levels of core funding were crucial for the long-term financial sustainability of United Nations organizations. They welcomed the discussion on critical mass and appreciated the organizations' joint efforts to identify a number of basic principles to guide funding and implementation strategies for critical mass. They appreciated UNDP efforts to translate the quadrennial review call to enhance overall funding and improve the predictability and quality of resources into concrete actions. A group of delegations noted, however, that institutional and programmatic changes resulting from critical mass-related decisions should not work to the detriment of programming activities in developing countries.

38. Several delegations, sympathetic to the idea of *critical mass plus*, sought clarification on the underlying assumptions for its estimated budget target calculation of \$11.9 to \$13.1 billion for the strategic plan, 2014-2017. They wished to learn how contributions to One United Nations funds could fit into the concept of critical mass plus. They understood that critical mass plus requirements could evolve over time and looked forward to discussing that evolution as part of the recurring structured dialogue, preferably during annual reviews of the financial situation. In order to incentivize core contributions, some delegates recommended UNDP provide visibility for results achieved through core and recognition for core contributors. They encouraged UNDP to continue to consult with Member States in developing mechanisms and incentives for more flexible, predictable and less

earmarked funding approaches. A group of delegations stressed that government cost-sharing, although earmarked, strengthened national ownership and contributed to the achievements of programme countries, and should be taken into account when considering mechanisms to incentivize less earmarked non-core funding. They urged UNDP to engage with other United Nations organizations in sharing funding best practices.

39. In response, the Administrator welcomed Board members' support for both the critical mass concept and the proposal to engage in recurring structured dialogue on the issue of funding overall. On how UNDP arrived at the dollar values attributed to the critical mass plus concept, the Administrator stated that the organization had made its estimate based on past evidence indicating that more flexible funding led to better results and was critical in the early stages of programme development. However, in the absence of a "magic number", UNDP chose to provide a range of estimates on critical mass.

40. The Executive Board adopted decision 2014/24 on funding commitments to UNDP and implementation of the quadrennial comprehensive policy review of operational activities for development.

UNFPA segment

VI. Statement by the Executive Director and funding commitments to UNFPA

Statement by the Executive Director

41. In his opening remarks, the UNFPA Executive Director, highlighting that 2014 marked the twentieth anniversary of the International Conference on Population and Development (ICPD), drew attention to some of its important achievements: from the unprecedented numbers of girls in schools to the dramatic decrease in women dying in childbirth, from rising numbers of people able to exercise their reproductive rights to falling global fertility rates. He stressed that the ICPD had laid the groundwork for the Millennium Development Goals (MDGs) and put people at the heart of development. Despite that, inequalities continued to leave far too many behind and discrimination persisted as a scourge to human and reproductive rights. Contemporary studies, having demonstrated that development could succeed only when grounded in human rights, had reinforced the underpinnings of the ICPD Programme of Action, the basis of the Fund's work, and established human rights as the necessary cornerstone of sustainable development goals. He looked forward to Member States reinforcing that message at the General Assembly Special Session on the ICPD Programme of Action on 22 September 2014.

42. Thanking the Board for its unwavering support on his reappointment, the Executive Director noted that, working within the strategic plan he had set four years earlier, UNFPA had become more efficient and effective, more accountable and better focused on what was needed to deliver on the "bull's eye". UNFPA had made significant progress by investing both in programme delivery and staff capacities. The new human resources strategy had helped to build a world-class workforce and nurture inspiring leadership. The country programmes were fully aligned with the strategic plan, 2014-2017, tailored to local development priorities

and buttressed by strengthened programme and results planning and monitoring. Similarly, the Fund had reinforced its evaluation function thanks to the adoption of a revised evaluation policy and the establishment of the Independent Evaluation Office.

43. Turning to programme delivery, the Executive Director affirmed that UNFPA had joined forces with its partners in government, civil society, the private sector and the United Nations development system by creating a road map to accelerate progress through the end of 2015 against MDG 5 on maternal mortality and reproductive health. Those activities included increasing access to reproductive health and family planning services, with the aim of reaching youth, adolescent girls, the marginalized, the disadvantaged and the underserved, including women and girls in crisis settings and those subject to gender-based violence and female genital mutilation.

44. UNFPA was also deeply engaged on the humanitarian front, providing life-saving commodities and services to women and girls in often highly dangerous settings. Between 2012 and 2013, the Fund had increased its implementation of life-saving programmes by 50 per cent, and was responding to an unprecedented number of large-scale, concurrent crises in the Central African Republic, Iraq, the Syrian Arab Republic and South Sudan. It was working in countries struggling to cope with the Ebola outbreak in West Africa to ensure access to sexual and reproductive healthcare, and prevent further spread of the disease. UNFPA was working to ensure that women's special health and reproductive needs were factored into humanitarian planning. As the Fund was committed to improving its humanitarian response mechanisms and capacities, the Executive Director appealed to donors to consider making multi-year pledges.

45. The Fund's success lay heavily on its ability to cull and use data to understand population dynamics, without which programme countries were unable to meet their people's needs. UNFPA would continue to help countries build their capacities to generate and use population data to guide policymaking and national development strategies, while leveraging its partnerships to advance United Nations system action. Partnerships were crucial, for both ICPD implementation and the unfinished business of the MDGs, as well as for the Fund's business model. UNFPA was committed to engaging with a wide range of actors at the global, regional and country levels, including through domestic resource mobilization. It was committed to Delivering as one and to adapting its systems for greater United Nations harmonization. Working closely with the Board, UNFPA would continue to advance collective action towards sustainable development goals under the ICPD umbrella.

46. In closing, the Executive Director noted that the twentieth anniversary of the ICPD marked a unique moment from which to drive forward implementation of the Programme of Action beyond 2014 and advance the sustainable development agenda. While international development partners had learned considerably since the 1994 ICPD adoption, the most important lessons were that progress that excluded half the world's population was not progress; inequitable growth was not sustainable; and development without human rights was impossible. He thanked the Board for its continuing strong support and reaffirmed the Fund's commitment to empower people to build a sustainable world of peace, justice and equality.

47. Board members congratulated the Executive Director on his reappointment and commended his leadership. They stressed that the Fund's work was fundamental

in achieving development gains that would succeed only through the empowerment of women and girls and the advancement of gender equality. The strategic plan, 2014-2017 recognized that imperative, focusing on universal access to sexual and reproductive health and reproductive rights, and the needs of women and young people. They commended the Fund's work to end female genital mutilation and early and forced marriage, especially of children. It was necessary to accelerate progress on the ICPD agenda and use it to ensure an ambitious, transformative post-2015 development agenda that reflected population issues. They commended UNFPA for its role in spearheading the ICPD review process, as well as its work on the Secretary-General's index report, which underscored Member States' widespread support for the Cairo Programme of Action. They highlighted that UNFPA was a critical partner in the General Assembly Special Session on the ICPD Beyond 2014, and urged Member States to renew their commitment to the ICPD agenda.

48. Delegations strongly supported the humanitarian work of UNFPA and commended it for its worldwide efforts, especially in the Central African Republic, Iraq, the Syrian Arab Republic and West Africa, to deliver reproductive health commodities, psychosocial counselling and other vital services to some of the most vulnerable women and girls in the world. They were keen on the Fund's work to prevent gender-based violence in humanitarian emergencies. Several delegations strongly supported increased funding for the Fund's disaster preparedness in high-risk countries, as well as mainstreaming humanitarian programming at all levels, and encouraged UNFPA to put necessary staffing in place to strengthen its humanitarian response.

49. While highlighting the successes of the previous 20 years, delegations underscored that much work remained to achieve sustainable development for all through the elimination of social inequalities and injustices. They commended the inclusion of population issues in the outcome document of the Open Working Group on Sustainable Development Goals, but would have preferred bolder strengthening of international commitments, and stressed the importance of reflecting the views of all Member States in that discussion. They underlined that a UNFPA presence in programme countries, especially middle-income countries, was important for national ownership and priorities, and were concerned that changes in country-level programming could lead to a reduction in programme activities in certain regions.

50. Commending UNFPA for its commitment to accountability, transparency and delivering results, delegations welcomed its efforts to set up an online platform to track results, and encouraged the Fund to continue to focus on improving risk management. They expressed hope that the new global and regional initiatives framework and changes in the Fund's reporting processes would make it better positioned to deliver quality results. They encouraged UNFPA to use the revised annual report to provide greater analysis on how outcomes were achieved, risks handled, challenges faced and lessons learned. They were pleased with the Board's regular dialogue with the new Independent Evaluation Office, a clear sign UNFPA was committed to strengthening its evaluation function. Overall, Board members strongly underlined that future stable funding depended on interagency partnerships, and they encouraged UNFPA to continue to engage with United Nations system organizations.

51. In response, the Executive Director pointed out that ICPD Beyond 2014 and the post-2015 development agenda were more universal in nature than previous

global development agendas. In adopting them, the world community was asking UNFPA to do even more, to reach out to women and girls wherever they might be, which required an equally ambitious funding strategy. UNFPA was committed to seeking out and engaging in new partnerships to ensure its ability to deliver, in line with nationally defined priorities. As it did not have a graduation policy, UNFPA would maintain its physical presence in programme countries, including middle-income countries, although the Fund would change its approach to better address programme country needs and focus more on new partnerships within countries. UNFPA would continue to prioritize youth and seek the cooperation of the Board to reach young people everywhere. The Executive Director, noting that the ICPD Programme of Action was a benchmark in moving forward, thanked the Board for its support in reinvigorating Open Working Group discussions. He appealed to Member States to ensure their highest level of representation at the General Assembly Special Session on ICPD Beyond 2014 to reaffirm their political and financial commitment to implementation, and if possible pledge additional resources.

Funding commitments to UNFPA

52. The UNFPA Deputy Executive Director (Management), presented the report on contributions by Member States and others to UNFPA and revenue projections for 2014 and future years ([DP/FPA/2014/15](#)).

53. Board members underlined that core resources remained the bedrock of its funding, a prerequisite to ensure that UNFPA continued to be strategic, responsive and predictable in its delivery of results. They were concerned, however, with the decreasing number of core resource contributors, and were pleased with the Fund's work to expand its resource base, including contributions from middle-income countries, and encouraged other Member States in a position to do so to increase their contributions to core resources, including through multi-year pledges. A number of Member States assured the Fund that they would maintain or increase their contributions to UNFPA core resources in 2015.

54. Board members concurred on the need to revisit the other (non-core) resource base with the aim of making it more flexible and predictable, and looked forward to engaging in an annual structured dialogue with UNFPA on how to finance priorities set by the Board and facilitate its oversight role. They encouraged UNFPA to develop incentives to attract donor funding to core contributions, which could include greater visibility, recognition and more strategic partnerships with providers of core funding at the global, regional and country level. They called on UNFPA to develop incentives, mechanisms and funding windows to facilitate the shift from restricted to more flexible, minimally earmarked, and fully aligned non-core funding. They requested that the Fund develop a resource mobilization plan indicating how the outcome of the integrated results and resources plan would be funded, including a proposal on how to broaden the core donor base. The annual structured dialogue would provide the forum to discuss those matters.

55. On the issue of contributions to UNFPA emergency preparedness and response, one delegation sought clarification on the criteria used to select high-risk countries during the strategic plan period, 2014-2017, noting that it was important to differentiate between conflict and natural disasters.

56. In response to the question on funding criteria for emergency preparedness, the Director, Programme Division, UNFPA, outlined the Fund's three levels of

humanitarian response on which “high-risk” was measured, from level one on strengthening countries’ emergency response capacities to level three on engaging in full humanitarian response.

57. The Executive Board adopted decision 2014/25 on funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development.

VII. Updating the UNFPA oversight policy

58. The Director, Office of Audit and Investigation Services, UNFPA, presented the draft revised UNFPA oversight policy.

59. Board members expressed appreciation for UNFPA efforts to ensure that the revised oversight policy had fully covered internal audit, investigation, evaluation, ethics and other oversight-related areas. They encouraged regular updating of the oversight policy, taking into account the ever-changing environment in which the Fund operated and reflecting the highest international standards of transparency and performance in oversight practices. They were pleased with the open consultative process followed as well as the excellent policy adjustments made, and looked forward to the policy’s finalization and its adoption in early 2015.

60. In response, the Director, Office of Audit and Investigation Services, UNFPA, invited other delegations to provide comments in writing in the two weeks following the Board session to allow for timely finalization and translation of the draft document. She stated that UNFPA would reflect all delegations’ comments in the final draft of the policy.

61. The Executive Board took note of the draft revised UNFPA oversight policy.

VIII. Country programmes and related matters

62. The UNFPA Deputy Executive Director (Programme) introduced the item.

63. The Permanent Representative of Bosnia and Herzegovina and the Permanent Representative of Ecuador introduced their respective country programme documents before the UNFPA regional directors for Latin America and the Caribbean, Arab States, and East and Southern Africa presented, respectively, the country programme documents for Ecuador, Guatemala, Paraguay and the State of Palestine, as well as the first two-year programme extension for Botswana.

64. The Executive Board approved, in accordance with its decision 2014/7, the country programme documents for Bosnia and Herzegovina ([DP/FPA/CPD/BIH/2](#)), Ecuador ([DP/FPA/CPD/ECU/6](#)), Guatemala ([DP/FPA/CPD/GTM/7](#)), Paraguay ([DP/FPA/CPD/PRY/7](#)) and the State of Palestine ([DP/FPA/CPD/PSE/5](#)).

65. The Executive Board approved on a no-objection basis, in accordance with decision 2006/36, seven final country programmes discussed at the annual session: Afghanistan, Angola, Comoros, Sierra Leone, Timor-Leste, Tunisia and the Bolivian Republic of Venezuela.

66. The Executive Board approved the two-year programme extension for Botswana ([DP/FPA/2014/13](#)).

IX. Financial, budgetary and administrative matters

67. The Director, Division for Management Services, UNFPA, presented the updated integrated resource plan, 2014-2017 ([DP/FPA/2014/CRP.4](#)).

68. Delegations applauded the Fund's plan to direct nearly 85 per cent of total available resources to programmes (with roughly 15 per cent for management costs) over the integrated results and resources budget period, 2014-2017, which demonstrated an impressive effort to prioritize programmatic work in the budget. They were pleased with the Fund's work to expand its resource base, which included contributions from middle-income countries. Commending UNFPA for establishing a publically accessible online platform to track results, delegations requested more information on how it functioned. Thanking UNFPA for its update on the financial situation and the consultative approach followed, they noted that funding remained the major future challenge. The issue of funding commitments and the concept of critical mass, raised in delegations' statements, are covered in detail in sections VI and IX, respectively, of the present report.

69. In response, the Director, Division for Management Services, UNFPA, noted the Fund had made important progress against International Aid Transparency Initiative principles, publically providing, for the first round in 2013, up-to-date data on how the Fund used its core and non-core resources in different projects and locations. Committed to transparency and accountability, UNFPA was working through the International Aid Transparency Initiative so that by 2015 it would be able to publically provide regular quarterly updates on its performance, delivery and funding.

70. The Executive Board took note of the updated integrated resource plan, 2014-2017 ([DP/FPA/2014/CRP.4](#)).

X. Implementation of the quadrennial comprehensive policy review

71. The Director, Internal and External Relations Division, UNFPA, presented the report on funding the UNFPA strategic plan, 2014-2017 ([DP/FPA/2014/CRP.5](#)).

72. Board members reiterated the importance of adequate, quality funding, as a prerequisite for the financial sustainability of UNFPA long-term development efforts. They welcomed the consultative process and discussions on funding and on the concept of critical mass. They appreciated the Fund's joint efforts to identify a number of basic principles to define the concept of critical mass of resources and to elaborate strategies for sustainable funding. They recognized the principles' usefulness and appreciated the attempt to refine the concept of critical mass across United Nations organizations, taking into account the unique mandate of each and the need to demonstrate results as part of their individual resource mobilization efforts.

73. Delegations welcomed the Fund's proposals outlined in the conference room paper, which reflected an effort to translate the quadrennial review's call to enhance overall funding and improve the predictability and quality of resources into concrete actions. Pointing out, however, that UNFPA formulation of the common principles differed from those presented to the Board in December 2013, delegations requested

that a level of consistency be retained across organizations. Furthermore, while appreciating the Fund's efforts to operationalize the concept of critical mass within the specific UNFPA context, fully aligning it with the integrated results and resources framework, they noted that it had limitations in terms of its actual potential to improve the funding structure and modalities of the Fund. They encouraged UNFPA to continue to refine its concept of critical mass, which would evolve over time together with funding trends.

74. Board members looked forward to a recurring structured dialogue, which would help to address the evolution of concepts and estimates during implementation of the strategic plan. They expected the structured dialogue to be held annually as a standing Board agenda item along with an annual review of the financial situation. The structured dialogue would allow the Board to prepare for the midterm review of the integrated results and resources framework, including implementation of the cost recovery methodology. Recommending that UNFPA continue to consult with Board members to broaden the donor base, keeping in mind flexible funding approaches and decision-making models, they encouraged UNFPA to share best practices on improved, better quality core and non-core funding with other United Nations organizations, and to further develop incentives to attract flexible, predictable and less earmarked funding. On the issue of thematic trust funds, one delegation requested clarification on the criteria used to select countries that would benefit from those thematic trust funds.

75. In response, the Director, Internal and External Relations Division, UNFPA, said that she looked forward to the Board's continued active participation in informal discussions around the revised resource mobilization plan. On the question of thematic funds, she noted that countries were chosen as beneficiaries based on highest needs and highest burden, whether the trust fund dealt with maternal health and mortality or with sexual and reproductive health and maternal health commodities.

76. The Executive Board adopted decision 2014/25 on funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development.

UNOPS segment

XI. Statement by the Executive Director and annual statistical report on the procurement activities of the United Nations system organizations

77. In her opening remarks at her first Board session, the Executive Director, UNOPS, thanked delegations for their warm welcome and acknowledged the hard work and dedication of the outgoing Executive Director and the Deputy Executive Director. She noted that she had taken the helm of an organization that was financially stable and successful. In 2013, new UNOPS engagements with partners had totalled \$1.96 billion, an all time record, and it supported 1,230 active projects with partners, which included paving roads, procuring machinery, building bridges, constructing hospitals and clinics, training personnel, and providing advisory services. Many of those activities had taken place in conflict and fragile states in

arduous security situations, such as in Iraq, Afghanistan, the Syrian Arab Republic, South Sudan and Yemen.

78. The Executive Director stressed that UNOPS continued to strive higher to ensure that its work was genuinely sustainable for the benefit of future generations. Board support continued to be key, having encouraged UNOPS to work with local resources to deliver results and build national capacities, an area where it had a recognized comparative advantage. UNOPS looked forward to expanding its partnerships and exploring important development finance pathways, and to increasing the efficiency and sustainability of partners' return on their investments. She stressed that building national capacity was not only crucial for development results but made good business sense. Noting that UNOPS was always looking for new ways to make tangible contributions to its partners, she pointed to its new memorandum of understanding with the United Nations Secretariat, which extended their partnership to 2019, as well as a new memorandum of understanding with UNDP on civil works, soon to be finalized.

79. The importance of a broad range of partnerships was key for the success of the post-2015 development agenda. For UNOPS, those partnerships had to make the best use of its resources to generate effective solutions in areas where it had a clear mandate — sustainable project management, infrastructure and procurement. While international development assistance in fragile states was critical, nationally generated resources and finances were equally crucial and growing in importance. In 2013, national Governments had funded 29 per cent of UNOPS work. Effective development cooperation required the engagement, coordination and support of Governments; UNOPS had to prepare for a future in which it managed a smaller volume of funds but provided more management advisory services, which would help to further build partner capacities. By adapting to change, UNOPS strived to remain relevant. UNOPS would continue to facilitate traditional flow of funds, demonstrate its worth in various public-private partnerships and continue to be an honest broker between Governments, impact investors and beneficiaries. UNOPS was exploring ways to advance its partnerships to finance social impact projects in infrastructure, job creation and climate change, while offering on-demand services to stakeholders in areas of comparative advantage, for example, as part of the Stop TB (Tuberculosis) Partnership, for which UNOPS had been unanimously selected to provide a vast range of services.

80. The Executive Director assured Board members that UNOPS would continue to benchmark its work against international standards; maintain and reinforce a zero tolerance policy on fraud and ethical violations; increase its work on training; promote a culture of accountability; and renew its firm commitment to transparency. Despite successes, challenges loomed large, and UNOPS, in partnership with others, had to be prepared to manage a host of associated risks and uphold the highest standards of integrity, and it had to invest in people development and support colleagues and partners who chose to work in the most challenging environments for the betterment of others and toward real sustainable change.

81. As part of her opening statement, the Executive Director presented the annual statistical report on the procurement activities of the United Nations system, 2013 (DP/OPS/2014/5). The report highlighted the steady increase in United Nations procurement, reaching \$16.1 billion in 2013, an increase of 4.6 per cent from 2012. Most was spent on pharmaceuticals, healthcare services, medical equipment,

transportation, construction and food. In the previous ten years, there had been a continuous positive increase in procurement from developing countries and economies in transition, currently representing over 60 per cent of total United Nations procurement. Between 2009 and 2013, procurement from those countries had increased by \$2 billion in total, and of the ten major countries supplying United Nations organizations in 2013 four were developing countries and economies in transition. The largest purchases came from the United Nations Procurement Division, the United Nations Children's Fund, UNDP, the World Food Programme, Office of the United Nations High Commissioner for Refugees, World Health Organization and UNOPS, in descending order — and represented more than 80 per cent of United Nations procurement spending.

82. The Executive Director noted that United Nations organizations were showing greater interest in and support for sustainable procurement. Their volume of procurement with Global Compact members had grown steadily in the previous five years. For the sixth consecutive year, UNOPS had published a thematic supplement to the annual procurement report, focused in 2014 on innovation in procurement and supply, and how procurement could drive innovation for development. UNOPS continued to promote sustainable and innovative procurement in support of the United Nations system and a range of partners.

83. Board members welcomed the new Executive Director and expressed confidence in UNOPS future under her leadership. They commended the Deputy Executive Director for successfully leading UNOPS during the transition period. They recognized the organization's successes, unique mandate and structure, which had earned it a reputation for efficient, effective delivery and set it apart as a standard-bearer for the United Nations system. They also applauded the UNOPS track record and commitment to transparency and accountability.

84. A group of delegations, noting UNOPS efforts to improve operational efficiency and effectiveness and to strengthen monitoring and evaluation capacity, pointed to areas where UNOPS should either maintain or strengthen its work: (a) people, especially women, by improving working conditions and ensuring more predictable contracts and stronger personnel performance management; (b) national capacity development, gender equality, innovation, new partnerships, and environmental sustainability; and (c) gender equality and women's empowerment. They wished to learn more about the efforts of UNOPS to explore innovative partnerships with the private sector, as well as in public-private partnerships. They also encouraged the organization to pursue greater environmental sustainability of its projects.

85. Reflecting on the annual statistical report on United Nations system procurement activities, delegations were impressed by the quality and breadth of data, and underscored the importance of data gathering, analysis and disaggregation for measuring and tracking development progress. They underlined that the revelations in the report clearly pointed to the ever-greater need for the United Nations development system to deliver as one — seeking gains and savings through smart solutions for joint procurement. They stressed the importance of seeking opportunities for green procurement, highlighting UNOPS key leadership role, and expressed their strong support for UNOPS to reach out and create synergies across the United Nations system, while urging United Nations organizations to utilize UNOPS procurement services.

86. Underscoring the need for better risk management, Board members encouraged UNOPS to work with other partners to ensure efficient, comprehensive risk management. They stressed that UNOPS potential to improve United Nations system efficiency and delivery was still not fully exploited, given UNOPS knowledge and capacity in project management, infrastructure and procurement services in post-conflict, post-disaster and humanitarian situations. They commended UNOPS for the memorandum of understanding with the United Nations Secretariat, and looked forward to it serving as a catalyst for similar initiatives with other United Nations organizations. A number of delegations encouraged UNOPS to play a more active role in helping developing countries to resolve procurement challenges and bottlenecks.

87. In response, the Executive Director thanked Board members for their strong support and guidance. She noted that the standard-bearers of international best practices had recognized UNOPS push for excellence, and assured delegations that UNOPS would continue in that direction. UNOPS looked forward to developing new, strong partnerships, building on its successes in efficiency and effectiveness to demonstrate its added value. UNOPS would take into account areas where Board members pointed to the need for improvement, including with regard to evaluation, and report to the Board on implementation at future sessions.

88. The Deputy Executive Director, noting that UNDP, UNFPA and UNOPS spent more than half of their development expenses on procurement, stressed the need to address problems in a different light. He highlighted, for example, that in the 30 years during which the three organizations had been reporting on procurement, they still had not resolved the issue of reporting on the origin of goods, the numbers reflecting the origin of purchase only. Resolving that problem, he suggested, should begin with improving data collection in the enterprise resource planning system, and then finding the means to report correctly on the origin of goods.

89. The Executive Board adopted decision 2014/26 on the annual statistical report on the procurement activities of the United Nations system.

Joint segment

XII. Financial, budgetary and administrative matters

90. The Director, Bureau of Management, UNDP, introduced the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2014/1). The Director, Procurement Support Office, UNDP, on behalf of the three organizations, presented the focus areas and main conclusions in the report.

91. Delegations welcomed the organizations' commitment to collaborative procurement, which had generated significant savings and improvements. They were encouraged by the United Nations system recognition of the benefits of joint procurement and its related intention to scale up. They wished to hear more about actual savings to each organization and about incentives to pursue joint procurement. They supported the prioritization of long-term agreements as the preferred contract modality and efforts to ensure that as many partner organizations as possible could use them.

92. Delegations urged the organizations to seek opportunities together to aggregate demand and to determine how greater consolidated buying could influence markets and provide better prices and supply security. They were keen about the joint spending analysis of four key commodity service areas and wished to be informed of progress; they were interested to learn how Member States could facilitate such initiatives. They called for joint procurement cooperation at the country level to go beyond common services and procurement to include joint procurement of commodities and programme services, including at the planning, forecasting and benchmarking phases.

93. Delegations requested information on joint procurement challenges and what the organizations were doing to address them and to promote joint procurement at the global, regional and country levels, including in programme procurement. There was interest in learning more about the regional effect of joint procurement. They looked forward to future annual statistical reports on United Nations procurement, including details on items, volumes and values, which would help to embed joint procurement practices and indicate the types of collaborative approaches that the United Nations could replicate across the system.

94. In response, the Director, Procurement Support Office, UNDP, highlighted that procurement was above all a business partnering function; each organization having its own business concerns. The challenge was to identify common standards on specific areas. Another challenge was the voluntary nature of joint procurement activities. The market place represented another challenge, given the private sector's lack of incentive to engage with the United Nations. Another challenge arose from joint procurement's unintended impact of potentially decreasing procurement-generated resources on which some organizations had come to depend. Similarly, finding available data remained a stumbling block to identifying opportunities and understanding the way forward. On incentives, there were both internal and external varieties that had pushed the organizations to collaborate, although the main incentive was common sense. More cooperation on data analysis would help to clarify the way forward. On the regional question, while dealing mainly at the global level, the organizations were exploring regional dimensions more closely, given regional needs and the focus of regionally focused companies.

95. The UNFPA Deputy Executive Director (Management) highlighted that 2012 marked the turning point in joint procurement progress when the United Nations developed harmonization tools and procedures, including for joint procurement, which had since experienced a growing curve. Now that several organizations had incorporated those new tools and procedures, joint procurement's upward trajectory would continue, while the "Delivering as one" standard operating procedures would facilitate its application at the country level.

96. The Director, Bureau of Management, UNDP, stressed that there was a concentrated effort to move joint procurement towards programming and away from administrative costs. With the rising trend towards joint programming, joint procurement was entering the programming equation at an earlier stage of the process. He noted that a more collaborative United Nations system would have to take steps to harmonize their enterprise resource systems.

97. The Deputy Executive Director, UNOPS, highlighted that difficulties quantifying progress arose in part from lack of agreement among organizations on joint procurement definitions, and the continued recycling of unresolved issues. The

organizations also lacked incentives to engage in joint procurement when they: (a) lost income or visibility because of joint procurement; (b) managed budgets that were not fungible; or (c) sought to protect vested interests. He pointed to two possible incentives for pursuing joint procurement: guaranteeing that an organization was not “punished” for pursuing joint procurement when it worked against its better business sense, and leaving space for “smart centralization” of procurement, since most savings took place at the headquarters level. He stressed the importance of such incentives and Board support, especially when disincentives were so powerful.

98. The Executive Board adopted decision 2014/27 on the report of UNDP, UNFPA and UNOPS on joint procurement activities.

XIII. Follow-up to the Programme Coordinating Board Meeting of the Joint United Nations Programme on HIV/AIDS

99. The UNFPA Deputy Executive Director (Programme) presented the report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS) (DP/2014/24-DP/FPA/2014/16 and Corr.1). The Director, ad interim, Bureau for Policy and Programme Support, UNDP, provided a presentation on the report.

100. Board members commended UNDP and UNFPA for their contribution to the joint programme. Noting the rise in new infections, especially among women, and lack of access to sexual and reproductive health services, the UNFPA rights-based approach was ever more critical. Delegations strongly supported tightening links between sexual and reproductive health and reproductive rights and HIV. Delegations welcomed and requested details on the close cooperation between UNAIDS, the United Nations Economic, Social and Cultural Organization and UNICEF on sexual education and youth-friendly services, in particular in the context of UNAIDS principles on division of labour.

101. Board members were pleased with the UNDP focus on interlinking sustainable development with the health, social and economic impact of HIV, commending its multisectoral, equity-oriented approach. UNDP had an important role to play in supporting implementation of the new funding model of the Global Fund to Fight AIDS, Tuberculosis and Malaria and in strengthening risk management. Noting that at its 33rd meeting, the Programme Coordinating Board had requested that UNAIDS take steps to strengthen coherence and coordination among bilateral and multilateral technical support agencies, delegations sought an update on progress, especially on the Global Fund’s new funding model at the country level, focusing on the role of UNDP and collaboration with WHO. Highlighting the role of UNDP in Global Fund grant implementation, in which it served as an interim principal recipient, they encouraged UNDP to undertake more intensified, systemic building of national capacity and foster the development of exit strategies.

102. There was a call for the organizations to be cautious about progress against the epidemic and to maintain their physical presence in countries where the situation was not yet stable. Delegations welcomed the role of UNDP in supporting countries to attract AIDS-related stable financing, and highlighted the importance of

preventative measures for youth and teenagers, in which families needed to play a larger role.

103. Several delegations noted that the UNAIDS united budget, results and accountability framework was effective for reporting joint progress and achievements. While recognizing the report's quality, they requested details on actual activities. Drawing attention to the three HIV/AIDS post-2015 targets, which Member States supported at the 33rd Programme Coordinating Board meeting, they sought a preliminary assessment — including what was required for delivery — on the organizations' forecasted contributions. They requested an update on discussions with UNAIDS on that issue, as part of formal negotiations on the post-2015 agenda. It was important for UNAIDS and its co-sponsors to be able to quantify what was required and to be kept regularly informed. Board members stressed their commitment to supporting a strong, well-coordinated, multilateral response to HIV and AIDS, buttressed by a robust UNAIDS joint programme, with inclusion and non-discrimination as central elements.

104. In response, the UNFPA Deputy Executive Director (Programme) noted that on prevention much remained to be done. In the run-up to the post-2015 development agenda, UNFPA would stay focused on integration and inclusion. UNFPA had to lead on integration and ensure much stronger analysis of planning, monitoring and reporting on ways in which HIV and AIDS were integrated into family planning, comprehensive sexual education, including with families, and on gender-based violence, including with men. On the humanitarian front, UNFPA had to understand the impact of instability and fragility on transmission and on people living with the virus. The Fund took a holistic, integrated approach, focused on the individual person and with an eye on the post-2015 development agenda.

105. The Director, ad interim, Bureau for Policy and Programme Support, UNDP, took note of the request for additional information on implementation requirements. Capacity development and exit strategy building were inherent to what UNDP already did in partnership with the Global Fund; UNDP had in fact transitioned out of 22 countries as principal recipient. In situations where UNDP had been pressed to leave a country or hand over a Global Fund programme as principal recipient of its grants, without having completed the capacity development cycle, UNDP was often called back as a result of premature phasing out. UNDP always sought to transition at the right moment. UNDP was keen to maintain a physical presence in countries without stable HIV and AIDS programmes, and would provide information on best practices on family engagement. In closing, he stressed that Member State adoption of the three targets on HIV/AIDS as part of the post-2015 development agenda would be key to ensuring that UNDP and UNFPA had the mandate to deliver successfully.

106. The Executive Board took note of the report on implementation of decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS ([DP/2014/24–DP/FPA/2014/16](#) and Corr.1).

XIV. Field visits

107. The rapporteurs presented their respective reports on the joint field visit of the Executive Boards of [UNDP/UNFPA/UNOPS](#), UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World

Food Programme to Panama and El Salvador ([DP/FPA/OPS-ICEF-UNW-WFP/2014/CRP.8](#)) as well as the joint field visit to Fiji and Samoa ([DP/FPA/2014/CRP.2](#)).

108. In their general comments, Board members stressed the usefulness of the field visits in giving them first-hand experience of the work of United Nations development organizations on the ground and in helping them to understand their positioning at the country level in collaboration with government and partners. They also highlighted the importance of United Nations system coherence in programme delivery at the county level, building on their different comparative advantages.

109. The Executive Board took note of the report on the joint field visit to Panama and El Salvador ([DP/FPA/OPS-ICEF-UNW-WFP/2014/CRP.8](#)).

110. The Executive Board took note of the report on the Executive Board field visit to Fiji and Samoa ([DP-FPA/2014/CRP.2](#)).

XV. Other matters

Global Environment Facility: amendments to the Global Environment Facility Instrument — note by the Administrator of UNDP

111. The Director, ad interim, Bureau for Policy and Programme Support, UNDP, presented the note by the Administrator on the Global Environment Facility: amendments to Global Environment Facility Instrument ([DP/2014/23](#)).

112. One delegation expressed concern that the decision taken by the Global Environment Facility Council at its fifth assembly in 2014 might have implications for regular resource funding to developing countries. They sought clarification as to whether an assessment had been performed to determine what the impact would be.

113. In response, the Director, ad interim, Bureau for Policy and Programme Support, UNDP, assured the Board member that the decision of the Global Environment Facility Council would have absolutely no impact on the amount or volume of regular resources allocated to eligible developing countries. Only non-eligible countries were involved; not those to whom resources had already been allocated. In fact, the decision affected neither the global nor the individual amounts allocated to countries.

114. The Executive Board adopted decision 2014/28 on the Global Environment Facility: amendments to Global Environment Facility Instrument.

Address by the Chairperson of the UNDP/UNFPA/UNOPS and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Staff Council

115. In his statement to the Board, the Vice-Chairperson, UNDP/UNFPA/UNOPS/UN-Women Staff Council, focused on three overarching issues: ongoing organizational changes, contract modalities, and balance and diversity in management and staff. The Staff Council stood prepared to discuss those issues and possible solutions with the respective organizations.

116. The Executive Board took note of the statement by the Vice-Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council.

Annex I

Decisions adopted by the Executive Board in 2014

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2014/1
UNDP gender equality strategy, 2014-2017

The Executive Board

1. *Takes note* of the report on the implementation in 2013 of the UNDP gender equality strategy, which is the final oral report on the implementation of the UNDP gender equality strategy, 2008-2013;
2. *Welcomes* the efforts of UNDP in implementing the gender equality strategy since 2008, and in achieving concrete gender equality development and institutional results;
3. *Takes note* of the new UNDP gender equality strategy, 2014-2017, which defines an ambitious agenda for advancing gender equality and women's empowerment across all areas of the work of UNDP, while respecting the mandates given by the relevant resolutions dealing with gender equality issues, as adopted by the main bodies of the United Nations system, including General Assembly resolutions;
4. *Commends* UNDP for carrying out a consultative and participatory process in preparing the gender equality strategy, 2014-2017;
5. *Notes with appreciation* the efforts of UNDP to align its gender equality strategy, 2014-2017, with the gender-related mandates of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
6. *Welcomes* the structure and framework of the gender equality strategy, 2014-2017, including its proposed entry points and explanations of how gender equality will be integrated into each outcome of the UNDP strategic plan, 2014-2017, and also welcomes the outline of the institutional arrangements supporting the integration of gender equality considerations into the activities of UNDP;
7. *Recognizes* that the gender equality strategy, 2014-2017, provides strategic guidance to UNDP business units to mainstream gender as they implement the UNDP strategic plan, 2014-2017;
8. *Requests* UNDP to take into account country-level dialogue about national priorities and needs, as reflected in programming instruments at country level, while implementing the gender equality strategy, 2014-2017, in programme countries;
9. *Takes note* of the inclusion of the institutional effectiveness monitoring matrix for monitoring and reporting on the implementation of institutional results;
10. *Urges* UNDP to implement the gender architecture, as outlined in its gender equality strategy, 2014-2017;
11. *Appreciates* that the new UNDP gender equality strategy, 2014-2017, builds upon the achievements of the previous strategy and, in particular, builds upon the range of institutional accountability and reporting mechanisms;
12. *Appreciates* the commitment of UNDP to addressing gender parity for staff at all levels of the organization through the recently developed gender parity strategy, 2014-2017, and requests UNDP to further improve gender parity at mid-to-senior levels, as well as to take steps to ensure the representation, at all staff levels, and at

headquarters, regional and country levels, of women from programme countries, keeping in mind the principle of equitable geographical representation;

13. *Encourages* UNDP to expand gender steering and implementation mechanisms at the regional level in order to monitor the implementation of the gender equality strategy, 2014-2017;

14. *Notes* that paragraph 48 of the gender equality strategy will be replaced by the following paragraph: “All country offices will present a plan to ensure they have the necessary gender expertise for their specific programme and country context, noting that offices with a portfolio over \$25 million (at current funding levels, 40 country offices) would be expected to have a dedicated gender adviser in their office or equivalent dedicated capacity, bearing in mind that resource allocation is done on the basis of the United Nations Development Assistance Framework in consultation with the programme country. Country offices will be encouraged to explore with partner agencies, in particular with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), opportunities to leverage their expertise.”;

15. *Urges* UNDP to implement the gender equality strategy, 2014-2017, in a manner that ensures complementarity and avoids duplication through effective cooperation, collaboration and information-sharing to maximize synergies with other organizations of the United Nations system, especially UN-Women and other relevant stakeholders;

16. *Encourages* UNDP while implementing the gender equality strategy, 2014-2017, to assess innovative approaches, including access to enabling technologies as a means to empower women;

17. *Requests* UNDP to align reporting of the UNDP gender equality strategy, 2014-2017, with the annual reporting of the UNDP strategic plan, 2014-2017, and to report to the Executive Board on the implementation, performance and results of the gender equality strategy, 2014-2017, beginning at its annual session 2015.

31 January 2014

2014/2

UNDP global programme, 2014-2017

The Executive Board

1. *Approves* the UNDP global programme, 2014-2017 ([DP/GP/3](#) and [DP/GP/3/Corr.1](#));

2. *Emphasizes* that the UNDP global programme should focus on the highest priority and overarching goal of poverty eradication and reduction of inequalities and exclusion, and contribute to the outcomes of the UNDP strategic plan, 2014-2017:

(a) Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded;

(b) Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance;

(c) Countries have strengthened institutions to progressively deliver universal access to basic services;

(d) Faster progress is achieved in reducing gender inequality and promoting women's empowerment;

(e) Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change;

(f) Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings;

(g) Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles;

3. *Requests* UNDP to improve, in consultation with Member States, the quality of the results and resources framework of the global programme in order to capture the specific contributions of the global programme to the overarching vision of the UNDP strategic plan, 2014-2017;

4. *Decides* that UNDP will take into account the areas of capacity building and resource mobilization for development, among others, which aim to achieve the eradication of poverty in accordance with the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

5. *Acknowledges* that document [DP/GP/3/Corr.1](#) should not entail any operational implications.

31 January 2014

2014/3

UNDP regional programme documents for Africa, Asia and the Pacific, Arab States, Europe and the Commonwealth of Independent States, and Latin America and the Caribbean, 2014-2017

The Executive Board

1. *Welcomes* the new regional programmes as an important step to improve the implementation of the new strategic plan;

2. *Encourages* strong coordination among the regional programmes in order to further improve coherence and comparability in implementing the programmes, and to ensure a clear and operational division of labour at global, regional and country levels.

30 January 2014

2014/4

A. Change of name of the Evaluation Office to the Independent Evaluation Office (UNDP)

The Executive Board

1. *Recognizes* that the UNDP Evaluation Policy ([DP/2011/3](#)) promotes structural independence of the evaluation function;

2. *Emphasizes* the need to safeguard the independence of the UNDP Evaluation Office and to clarify this status to stakeholders;

3. *Approves*, with immediate effect, a change of name from the UNDP Evaluation Office to the UNDP Independent Evaluation Office.

B. Medium-term evaluation plan (UNDP)

The Executive Board

1. *Recalls* its decision 2013/15 requesting the Evaluation Office to provide a detailed workplan that fully integrates the new UNDP strategic plan, 2014-2017;
2. *Notes with appreciation* document [DP/2014/5](#), Evaluation Office of UNDP: medium-term evaluation plan, 2014-2017, which presents a comprehensive view of planned evaluations and other evaluation-related activities for the period of the UNDP strategic plan;
3. *Requests* that the management of UNDP allocate adequate and timely funding for the full implementation of the medium-term evaluation plan, 2014-2017, at global, regional and country levels;
4. *Also requests* that management at all levels enhance efforts to use evaluations to improve programme results and performance, and to make the programmes more results-oriented and more efficient;
5. *Looks forward* to the annual report on evaluation and the management response, to be presented at the annual session 2014 of the Executive Board;
6. *Underscores* the importance of the support of the Evaluation Office to country offices in conducting decentralized evaluations in order to continue to enhance their quality, and looks forward to the outcome of the 2014 independent review of the UNDP evaluation policy.

30 January 2014

2014/5

Transitional biennial budgeted evaluation plan, 2014-2015 (UNFPA)

The Executive Board

1. *Welcomes* the UNFPA transitional biennial budgeted evaluation plan, 2014-2015 ([DP/FPA/2014/2](#));
2. *Notes with appreciation* the transparent and participatory consultative process undertaken by UNFPA in developing the transitional biennial budgeted evaluation plan, 2014-2015;
3. *Approves* the UNFPA transitional biennial budgeted evaluation plan, 2014-2015, as contained in document [DP/FPA/2014/2](#), including its approach; the proposed corporate evaluations, as set out in annex 1; and the proposed programme-level evaluations, as set out in annex 2;
4. *Invites* UNFPA to hold discussions with the Executive Board on areas to be evaluated in 2016-2017, taking into account the topics as set out in annex 3 of document [DP/FPA/2014/2](#).

30 January 2014

2014/6

Expression of appreciation to Jan Mattsson, Executive Director of UNOPS, 2006-2014

The Executive Board

1. *Notes with regret* that Jan Mattsson will retire from his position as Executive Director of the United Nations Office for Project Services (UNOPS) effective 31 March 2014;
2. *Recognizes* that through his leadership and vision, Mr. Mattsson and his team have transformed UNOPS, rebuilding the organization and restoring its financial credibility;
3. *Acknowledges* that through Mr. Mattsson's drive for efficiency, accountability and transparency, UNOPS has become a leader in United Nations reform and has been independently recognized as attaining world-class standards in core areas;
4. *Acknowledges* that by focusing efforts on sustainable project management, infrastructure and procurement, UNOPS has established itself as a central resource for the United Nations, governments and other partners;
5. *Further acknowledges* Mr. Mattsson's commitment to economic, social and environmental sustainability in UNOPS operations, and his strong emphasis on national ownership and capacity development;
6. *Recognizes with deep appreciation* that during his tenure as the Executive Director of UNOPS, Mr. Mattsson has exercised humility, compassion and professionalism, and in so doing, has personified the highest values of the United Nations;
7. *Commends* him for his effective and innovative leadership of UNOPS from 2006 to 2014, making the organization a visible champion of United Nations reform;
8. *Expresses* its deepest gratitude for his strong results-oriented leadership, and for his outstanding service to UNOPS and the United Nations over the course of 30 years in multiple roles, including at the highest levels as Assistant Secretary-General and Under-Secretary-General;
9. *Extends* its warmest wishes to Jan Mattsson for continued good health and success in all his future endeavours.

28 January 2014

2014/7

Modifications to the procedures for considering and approving UNDP and UNFPA country programme documentation

The Executive Board

1. *Endorses* the proposed modification to the procedures for considering and approving country programme documentation ([DP/2014/8](#) and [DP/FPA/2014/3](#)), subject to the provisions of this decision;
2. *Welcomes* the continued efforts made by the members of the United Nations Development Group towards further harmonizing and streamlining programming

instruments and processes in support of country programmes of cooperation, in line with the recommendations of the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

3. *Stresses* that the programming process for UNDP and UNFPA cooperation should continue to emphasize national ownership;

4. *Further stresses* the important role of the Executive Board in the review and approval of country programme documents;

5. *Requests* UNDP and UNFPA to ensure a transparent and timely consultation process with the Executive Board, to provide sufficient time for discussion, and to ensure that all comments and recommendations made by Member States with regard to the draft country programme documents be made available to Executive Board members prior to formal consideration of the country programme documents;

6. *Requests* that country programme documents continue to be developed on the basis of national plans and priorities, in consultation with national governments, the resident coordinator and other members of the United Nations country team, as well as with other relevant stakeholders at country level, in full alignment with the United Nations Development Assistance Framework (UNDAF), where applicable, and with the respective strategic plans of UNDP and UNFPA;

7. *Requests* UNDP and UNFPA to reduce the number of agency-specific instruments and processes, wherever possible, in particular in “delivering as one” countries and countries deciding to apply the standard operating procedures, including by replacing country programme action plans and annual workplans with the UNDAF and the joint workplans of the UNDAF results groups;

8. *Encourages* UNDP and UNFPA to continue to work with the United Nations Children’s Fund to further harmonize their country programme document templates, associated documentation and annexes;

9. *Requests* UNDP and UNFPA to include the following elements in the country programme document and its annexes:

(a) an indicative budget showing the expected use of regular and other resources;

(b) a results and resources framework;

(c) information on how the results, as reflected in the results and resources framework, relate to the strategic plan and the organization-wide results framework, to national priorities, and, as applicable, to the UNDAF;

(d) a costed evaluation plan;

(e) a statement of accountability for programme results;

10. *Requests* UNDP and UNFPA to ensure that the results and resources frameworks are an integral part of country programme documents and to translate them accordingly;

11. *Recalls* the importance of strictly observing the resolutions and rules, such as General Assembly resolution 67/292, establishing language arrangements for the different bodies and organs of the United Nations.

30 January 2014

2014/8

Reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2012

The Executive Board

1. *Takes note* of the reports of UNDP (DP/2014/7), UNFPA (DP/FPA/2014/1) and UNOPS (DP/OPS/2014/1) on the status of implementation of the recommendations of the United Nations Board of Auditors for 2012;

With regard to UNDP and UNFPA:

2. *Welcomes* the unqualified audit opinions issued by the United Nations Board of Auditors for 2012 for UNDP and UNFPA;

3. *Also welcomes* the progress made by UNDP and UNFPA in addressing the top audit-related priorities in 2012-2013;

4. *Supports* ongoing UNDP and UNFPA management efforts in implementing the recommendations of the United Nations Board of Auditors for the year that ended on 31 December 2012;

5. *Requests* UNDP and UNFPA to continue to strengthen internal controls and improve oversight and monitoring of country offices, including the timely implementation of outstanding recommendations of the United Nations Board of Auditors, and to continue to ensure compliance with policies and procedures for procurement, inventory tracking and bank reconciliation;

6. *Notes* the action being taken by UNDP and UNFPA to address the high level of unfunded after-service liabilities, and encourages further work to ensure that employee benefits liabilities have finalized funding plans;

7. *Encourages* UNDP and UNFPA to prioritize the finalization of the revised framework for the harmonized approach to cash transfers, in coordination with other members of the United Nations Development Group, and to ensure improved oversight when the revised framework is implemented;

With regard to UNOPS:

8. *Welcomes* the unqualified and unmodified audit opinion issued by the United Nations Board of Auditors for the year 2012 for UNOPS;

9. *Welcomes* the progress made by UNOPS in addressing the audit-related priorities highlighted by the United Nations Board of Auditors;

10. *Supports* ongoing UNOPS management efforts to ensure that the remaining recommendations are implemented;

11. *Commends* the efforts of UNOPS management for successfully addressing the challenges faced by UNOPS in making the transition from the United Nations system accounting standards to the International Public Sector Accounting Standards.

30 January 2014

2014/9

Overview of decisions adopted by the Executive Board at its first regular session 2014

The Executive Board

Recalls that during its first regular session 2014, it:

Item 1

Organizational matters

Elected the following members of the Bureau for 2014:

President: H.E. Mr. Peter Thomson (Fiji)
 Vice-President: H.E. Mr. Tuvako Nathaniel Manongi (United Republic of Tanzania)
 Vice-President: Mr. Boyan Belev (Bulgaria)
 Vice-President: Mr. Vincent Herlihy (Ireland)
 Vice-President: Mr. Jonathan Viera (Ecuador)

Adopted the agenda and workplan for its first regular session 2014 ([DP/2014/L.1](#)).

Adopted the report of the second regular session 2013 ([DP/2014/1](#)) and its corrigendum ([DP/2014/1/Corr.1](#)).

Adopted the annual workplan for 2014 ([DP/2014/CRP.1](#)).

Approved the tentative workplan for the annual session 2014.

Agreed to the following schedule for the remaining sessions of the Executive Board in 2014:

Annual session 2014:	23 to 27 June 2014 (Geneva)
Second regular session 2014:	2 to 5 September 2014.

UNDP segment

Item 2

Gender in UNDP

Adopted decision 2014/1 on the UNDP gender equality strategy, 2014-2017.

Item 3

Country programmes and related matters (UNDP)

Adopted decision 2014/2 on the UNDP global programme, 2014-2017.

Adopted decision 2014/3 on the UNDP regional programme documents for Africa, Asia and the Pacific, Arab States, Europe and the Commonwealth of Independent States, and Latin America and the Caribbean, 2014-2017.

Adopted decision 2014/7 on modifications to the procedures for considering and approving UNDP and UNFPA country programme documentation.

Approved the following final country programme documents on a no-objection basis, without presentation or discussion, in accordance with decisions 2001/11 and 2006/36:

Africa region: Namibia;

Latin America and the Caribbean region: Mexico.

Item 4

South-South cooperation

Took note of and approved the strategic framework of the United Nations Office for South-South Cooperation, 2014-2017.

Item 5

Evaluation (UNDP)

Adopted decision 2014/4 on the: (a) change of name of the Evaluation Office to the Independent Evaluation Office; and (b) medium-term evaluation plan.

Item 9

Financial, budgetary and administrative matters

Took note of the response to the Executive Board on decision 2013/28 on additional resources for security measures.

Item 10

United Nations Capital Development Fund

Took note of the UNCDF strategic framework, 2014-2017, and the preliminary results for 2013.

UNFPA segment

Item 6

Evaluation (UNFPA)

Adopted decision 2014/5 on the transitional biennial budgeted evaluation plan, 2014-2015.

Took note of the joint evaluation report on the UNFPA-UNICEF joint programme on female genital mutilation/cutting: accelerating change.

Item 7

Country programmes and related matters

Adopted decision 2014/7 on modifications to the procedures for considering and approving UNDP and UNFPA country programme documentation.

Approved the following final country programme documents:

East and Southern Africa region: Namibia ([DP/FPA/CPD/NAM/5](#));

Latin America and the Caribbean region: Mexico ([DP/FPA/CPD/MEX/6](#)).

UNOPS segment

Adopted decision 2014/6 on appreciation to Mr. Jan Mattsson, UNOPS Executive Director, 2006-2014.

Joint segment**Item 8****Recommendations of the Board of Auditors**

Adopted decision 2014/8 on the reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2012.

Item 11**Field visits**

Took note of the report of the field visit of the Executive Board of UNDP, UNFPA and UNOPS to Tajikistan, 24 to 30 June 2013 (DP-FPA/2014/CRP.1).

Joint meeting

Held a joint meeting of the Executive Boards of [UNDP/UNFPA/UNOPS](#), UNICEF, UN-Women and WFP on 3 February 2014, which addressed the following topics: (a) performance standards on gender mainstreaming across the strategic plans, 2014-2017, of UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP; and (b) coherence of United Nations action against poverty and vulnerability and towards resilience.

Also held the following briefings and informal consultations:

UNDP

Informal consultation on the status of the UNDP results frameworks and the UNDP country office support initiative;

Informal consultation on the United Nations Volunteers strategic framework, 2014-2017.

UNFPA

Informal consultation on the strategic framework of the UNFPA global and regional interventions, 2014-2017;

Informal briefing on the global programme for reproductive health commodity security, II;

Informal briefing on UNFPA work on youth and adolescents.

UNDP, UNFPA and UNOPS

Briefing on the follow-up to the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

31 January 2014

2014/10
Report of the Administrator on the strategic plan: performance and results for 2013

The Executive Board

1. *Takes note* of the report of the Administrator on the strategic plan: performance and results for 2013 (DP/2014/11) and its annexes;
2. *Takes note with appreciation* of the efforts of UNDP to enhance its progress and performance reporting by developing a “report card” and encourages the management to further enhance it in the area of performance assessment;
3. *Also takes note with appreciation* of the achievements of UNDP in 2013;
4. *Encourages* UNDP to continue improving the quality of the annual report on performance and results by demonstrating progress at an aggregate level towards meeting the milestones and targets in the integrated results and resources framework and by including a more analytical narrative on challenges and lessons learned and how this will impact future programming;
5. *Further encourages* UNDP to effectively resource results-monitoring capacity at country and regional levels;
6. *Requests* UNDP to present to the Executive Board in an informal briefing at its second regular session 2014 an outline of the format and information that will be provided in the annual results report based on the integrated results and resources framework, which will allow for appropriate tracking of results achieved against actual and projected expenditures.

27 June 2014

2014/11
Integrated results and resources framework of the UNDP strategic plan, 2014-2017

The Executive Board

1. *Recalls* its decision 2013/27 on the UNDP strategic plan, 2014-2017;
2. *Notes with appreciation* the progress made by UNDP towards finalizing the integrated results and resources framework of the UNDP strategic plan, 2014-2017;
3. *Recognizes* that the integrated results and resources framework should effectively demonstrate the linkages between results and resources, and in this regard encourages reporting of resources allocated to different outcomes in the integrated results and resources framework, as well as reporting on resources utilized against respective outputs upon completion of the reporting cycle, in accordance with the priorities and areas of work of the strategic plan;
4. *Requests* UNDP to make any necessary adjustments to the integrated results and resources framework before the end of 2014, incorporating the views of Member States, as appropriate;
5. *Further requests* UNDP to finalize the maximum number of first and second year milestones and 2017 targets for an update on the final version of the integrated results and resources framework to the Executive Board at an informal session

during its first regular session 2015 to support preparation of the annual report of the Administrator in 2015;

6. *Affirms* that the integrated results and resources framework of the UNDP strategic plan, 2014-2017, has been designed in conformity with results-based management principles, with each level of results directly or indirectly related to UNDP programmes and with expected results and targets determined on the basis of country programmes or internationally agreed standards and commitments;

7. *Further affirms* that the results contained in the integrated results and resources framework of the UNDP strategic plan, 2014-2017, will be achieved with the assistance of UNDP programmes in the respective countries, as well as of UNDP regional and global programmes;

8. *Acknowledges* that all international indicators included in the integrated results and resources framework and the corresponding benchmarking for targets have been established in conformity with available international standards;

9. *Recognizes*, in this regard, that where established international targets and indicators are not available, especially at the output level, all attempts will be made to set them using relevant and verifiable country targets and indicators, incorporating the views of the concerned programme countries;

10. *Requests* UNDP to ensure that any relevant indicators and targets of the integrated results and resources framework are made consistent with the sustainable development goals in the context of the post-2015 development agenda, when appropriate;

11. *Calls on* UNDP to apply the integrated results and resources framework as soon as possible and to keep the Executive Board informed on progress and challenges encountered in this process.

27 June 2014

2014/12

Report on results achieved by the United Nations Capital Development Fund in 2013

The Executive Board

1. *Takes note* of the report on results achieved by the United Nations Capital Development Fund (UNCDF) in 2013 ([DP/2014/12](#)) and the continued strong performance of UNCDF against set targets;

2. *Takes note* of the integrated results and resources matrix, 2014-2017;

3. *Recognizes* the strategic positioning of the flexible investment mandate of UNCDF in developing innovative partnerships with public- and private-sector development partners, particularly linked to domestic resource mobilization, within the areas of expertise of UNCDF, and *notes* the relevance of this expertise could be useful to the discussions on the post-2015 development agenda;

4. *Takes note* of the continuous steady growth in UNCDF resources (18 per cent in 2013) and expenditures, which appears to be an indication of the strong relevance of demand for UNCDF services from least developed countries (LDCs) and other development partners alike;

5. *Expresses concern* that regular resources, while growing slightly in 2013, remain short of the \$25 million threshold required to sustain UNCDF programming in 40 LDCs; and *notes with concern* that, as a result, the number of LDCs supported by UNCDF dropped from 37 in 2012 to 33 in 2013;
6. *Recognizes* that a minimum threshold of regular resources is required to sustain the UNCDF mandate in order to continue to leverage other resources and follow-on investments for the benefit of LDCs; and against this background *calls on* Member States, in a position to do so, to contribute to UNCDF regular resources to ensure that it can reach the “critical mass” target of \$25 million per year in annual regular resources to ensure support to at least 40 LDCs;
7. *Notes with appreciation* the efforts of UNCDF to further streamline its business processes, and engage in innovative partnerships and products that complement its regular resources, including by mobilizing more flexible other resources, as appropriate, according to local circumstances;
8. *Requests* UNCDF to present an analysis on its cost recovery practices with a view to achieving greater efficiency and results.

27 June 2014

2014/13

United Nations Volunteers: report of the Administrator

The Executive Board

1. *Takes note* of the report of the Administrator ([DP/2014/13](#));
2. *Commends* UNV for the successful development and launch of its strategic framework and integrated results and resources matrix, 2014-2017, and for its efforts to improve operational effectiveness and efficiency;
3. *Notes* that future reports of the Administrator will be structured using the new results framework;
4. *Expresses appreciation* for the outstanding contribution that UN Volunteers, including UN Online Volunteers, mobilized by UNV, make to peace and to the development achievements of programme countries and United Nations partners;
5. *Encourages* UNV to develop new forward-looking and innovative approaches to integrating volunteerism into programmes and initiatives, including those involving South-South cooperation;
6. *Requests* that Member States and United Nations entities develop strong partnerships with UNV to ensure a stronger integration of volunteerism in their development programming;
7. *Acknowledges and supports* the ongoing work of UNV in its Global Youth Programme, and *calls on* Member States and United Nations entities to provide opportunities and relevant policy infrastructure for youth volunteerism;
8. *Commends* UNV for its active and successful engagement in the Rio+20 process, and *encourages* UNV to continue to contribute to the development and implementation of the post-2015 development agenda;

9. *Welcomes* the Special Voluntary Fund report, 2009-2013, presented by UNV, *agrees* to expand the mandate of the Fund that will allow the scaling-up and replication of successful projects as outlined in the report, and *calls on* Member States to increase funding to that Fund;

10. *Calls upon* UNDP to continue to provide to UNV all the necessary programmatic, administrative, financial and legal support to deliver on its mandate.

27 June 2014

2014/14

Annual report on evaluation, 2013 (UNDP)

The Executive Board

1. *Takes note* of the annual report on evaluation (DP/2014/14) and welcomes its more comprehensive nature;

2. *Urges* UNDP to address in a timely manner the findings and recommendations from the annual report on evaluation, with a view towards improving programme performance, effectiveness and efficiency;

3. *Welcomes* joint evaluations and *encourages* UNDP to present to the Executive Board the management responses to joint evaluations;

4. *Requests* UNDP to ensure that evaluation findings are fully considered and used in preparing key policies, strategies and programmes;

5. *Approves* the revised programme of work for 2014 and proposed programme of work for 2015 of the Independent Evaluation Office of UNDP, and *emphasizes* the importance of maintaining an adequate funding level for this Office as a way of safeguarding its effectiveness and independence;

6. *Requests* the Independent Evaluation Office of UNDP to submit a costed programme of work for consideration at the annual session 2015 of the Board and to informally discuss the 2014/2015 costed programme of work with the Board prior to the second regular session 2014;

7. *Encourages* the Independent Evaluation Office of UNDP to further develop its methodology for efficiency analysis, in time for the Assessments for Development Results to be undertaken by the Office in 2015;

8. *Looks forward* to the independent review of the UNDP evaluation policy and its assessment of UNDP progress in developing as a learning organization;

9. *Notes* the improvement in the quality of decentralized evaluations and the efforts to improve UNDP monitoring and evaluation capacity at country and regional levels and *requests* UNDP to take adequate measures to ensure compliance with evaluation plans, improve the quality and use of decentralized evaluations and reduce the rate of overdue management responses;

10. *Recognizes* the progress of UNDP in developing management responses for all evaluations carried out by the Independent Evaluation Office of UNDP, and *requests* UNDP to explain the level of completed actions in the future management commentaries on the annual report on evaluation.

27 June 2014

2014/15

Annual report of the Executive Director of UNFPA

- (a) **Report of the Executive Director for 2013: Progress in implementation of the strategic plan, 2008-2013**
- (b) **Statistical and financial review, 2013**
- (c) **Report on the recommendations of the Joint Inspection Unit in 2013**

The Executive Board

1. *Takes note with appreciation* of the documents that make up the report of the Executive Director for 2013: [DP/FPA/2014/5](#) (Part I, Part I/Add.1 and Part II);
2. *Welcomes* the progress achieved in implementing the results frameworks of the UNFPA strategic plan, 2008-2013;
3. *Takes note* of the recommendations of the Joint Inspection Unit in 2013, especially those aspects that have particular relevance to the work of UNFPA;
4. *Acknowledges* the efforts undertaken by UNFPA to implement the revised strategic direction and the recommendations of the midterm review of the strategic plan, 2008-2013, through the business plan;
5. *Recognizes* the significance of increasing and achieving stability and predictability in contributions to UNFPA regular resources, which are the foundation and bedrock of the Fund's operations;
6. *Recognizes* that timeliness in the payment of contributions is essential to maintaining liquidity and facilitating continuous programme implementation, with full respect to national ownership of development;
7. *Takes note with appreciation* that UNFPA is contributing to the relevant processes and activities relating to the post-2015 development agenda discussions;
8. *Requests* UNFPA to present to the Executive Board in an informal briefing at its second regular session 2014 an outline of the format and information that will be provided in the annual report 2015, based on the integrated results and resources framework of the strategic plan, including those from the global and regional interventions, which will allow for appropriate tracking of results achieved against expenditures.

27 June 2014

2014/16

Strategic framework for UNFPA global and regional interventions, 2014-2017

The Executive Board

1. *Welcomes* the proposed strategic framework for UNFPA global and regional interventions, 2014-2017, including the results and resources framework for UNFPA regional and global interventions, as outlined in documents [DP/FPA/2014/8](#) and [DP/FPA/2014/8/Add.1](#);
2. *Approves* the strategic framework for UNFPA global and regional interventions, 2014-2017, contained in document [DP/FPA/2014/8](#); and *endorses* the results and resources framework for UNFPA global and regional interventions, 2014-2017, contained in document [DP/FPA/2014/8/Add.1](#);

3. *Endorses* the proposal of UNFPA to conduct in 2016 an independent evaluation of the global and regional interventions, to be commissioned by the independent Evaluation Office of UNFPA; *encourages* UNFPA to coordinate the evaluation, for complementarity, with the follow-up on the implementation of the recommendations of the audit of the Global and Regional Programme by the Division for Oversight Services; and *requests* that UNFPA ensures an appropriate and timely follow-up to relevant findings, as and when appropriate;
4. *Requests* that UNFPA report annually on the global and regional interventions as part of the annual report of the Executive Director, summarizing the contributions of the results and resources of the global and regional interventions to the achievements under the strategic plan, 2014-2017;
5. *Invites* UNFPA to include in the annual report of the Executive Director an annex providing information about the implementation of the global and regional interventions, at an aggregated level, summarizing results achieved, monitoring activities, including programme performance reviews, as well as oversight activities;
6. *Encourages* UNFPA to implement interventions at country level in close coordination with Governments, taking into account regional and country-specific circumstances.

27 June 2014

2014/17

Annual report on evaluation, 2013 (UNFPA)

The Executive Board

1. *Takes note with appreciation* of the annual report on evaluation, 2013 ([DP/FPA/2014/7](#));
2. *Expresses* its continuing support for strengthening the evaluation function at UNFPA;
3. *Requests* the UNFPA Evaluation Office to include in the annual report on evaluation information on the implementation of the evaluation policy and the biennial budgeted evaluation plan, 2014-2015;
4. *Requests* UNFPA to report on progress in addressing key issues and challenges in evaluation in the annual report on evaluation, and to ensure that the management response proposes concrete actions to address them;
5. *Requests* UNFPA to report to the Executive Board, within the annual report of the Executive Director, on follow-up to management responses to corporate and programme-level evaluations;
6. *Urges* UNFPA to ensure that management responses address evaluation findings and recommendations in a timely manner, with a view to improving programme performance, effectiveness and efficiency;
7. *Stresses* that the monitoring and evaluation functions are intrinsically linked, and *encourages* UNFPA to further strengthen capacity building and professionalization of the monitoring and evaluation functions in UNFPA, especially at regional and country levels;

8. Welcomes joint evaluations and encourages UNFPA to present to the Executive Board management responses to joint evaluations.

27 June 2014

2014/18

Updating the UNFPA oversight policy

The way forward on updating the UNFPA oversight policy

The Executive Board

1. Takes note of the report on the way forward on updating the UNFPA oversight policy (DP/FPA/2014/CRP.2);
2. Requests UNFPA to review and update its oversight policy, (i) incorporating all decisions related to oversight made by the Executive Board since the approval of the policy in 2008, and (ii) reflecting changes in the structure, roles and responsibilities of organizational units involved in oversight functions, as well as improvement in language, knowledge and practices in oversight;
3. Further requests the Executive Director of UNFPA to keep the Board informed on progress made; and welcomes the intention of UNFPA to hold informal consultations with the Executive Board on the update of the policy;
4. Looks forward to the presentation, for consideration and approval by the Executive Board at its first regular session 2015, of a revised oversight policy.

27 June 2014

2014/19

Revised UNFPA financial regulations and rules

(a) Revised UNFPA financial regulations and rules

(b) Report of the Advisory Committee on Administrative and Budgetary Questions on the revision of the UNFPA financial regulations and rules

The Executive Board

1. Welcomes the report on the revised UNFPA financial regulations and rules;
2. Endorses the recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the revision of the UNFPA financial regulations and rules;
3. Approves the revisions of the financial regulations subject to the following provisions:
 - (i) Include “non-member States which participate in the General Assembly as observers” in the first sentence of regulation 2.1 (j), for the first sentence of this regulation to read as follows: “‘Government’ shall mean the Government of a Member State of the United Nations, of a non-member State which participates in the General Assembly as an observer, of a member State of a specialized agency, or of the International Atomic Energy Agency.”;
 - (ii) Delete the term “under exceptional circumstances” from the first sentence of regulation 13.5 and replace it with “, for purposes of After

Service Health Insurance (ASHI), other longer-term employee benefits liabilities for annual leave and repatriation as well as MARS fund,”, for the first sentence of this regulation to read as follows: “Account being taken of the objectives and policies of UNFPA and the special requirements of its operations including liquidity, moneys not required immediately may be placed in liquid fixed-term instruments and, for the purposes of After Service Health Insurance (ASHI), other longer-term employee benefits liabilities for annual leave and repatriation as well as MARS fund, in other investment instruments, by the Secretary General, in consultation with the Executive Director.”;

- (iii) Delete the term “such as environmental sustainability” from regulation 15.2 for subparagraph (a) of this regulation to read as follows: “(a) best value for money considering all relevant factors, including costs and benefits to UNFPA.”;
 - (iv) *Acknowledges* the commitment of UNFPA to keep rule 111.4 under review;
 - (v) *Takes note* of the fact that UNFPA has addressed the petty cash reporting requirements at policy level, as recommended by ACABQ in relation to rule 114.7 (c);
4. *Takes note* of the changes to the financial rules and that the revised financial regulations and rules will become effective July 1, 2014.

27 June 2014

2014/20

Annual report of the Executive Director, UNOPS

The Executive Board

1. *Welcomes* the appointment of the new Executive Director;
2. *Takes note* of the significant contributions made by UNOPS, often in the most challenging environments, to the operational results of the United Nations and its partners in 2013;
3. *Welcomes* the transformational change of UNOPS during the period of the strategic plan, 2010-2013;
4. *Welcomes* the firm platform established for implementing the strategic plan, 2014-2017, focused on sustainable development;
5. *Welcomes* the continued increase of UNOPS delivery;
6. *Welcomes* the increase in implementation of audit recommendations to 93 per cent;
7. *Appreciates* the continued efforts of UNOPS to increase the percentage of female staff;
8. *Welcomes* the leadership role that UNOPS plays in procurement, infrastructure and project management.

27 June 2014

2014/21

Reports of UNDP, UNFPA and UNOPS on internal audit and investigations for 2013

- (a) UNDP report on internal audit and investigations**
- (b) Report of the Director, Division of Oversight Services, on UNFPA internal audit activities in 2013**
- (c) Activity report for 2013 of the Internal Audit and Investigations Group of UNOPS**

The Executive Board

With regard to UNDP, UNFPA and UNOPS:

1. *Welcomes* the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2013;
2. *Notes with appreciation* efforts to implement outstanding audit recommendations from previous reports;
3. *Notes with concern* the number of recurring recommendations in the areas of project management, financial management, monitoring and procurement, and *requests* UNDP, UNFPA and UNOPS to step up their efforts to achieve the timely, full, complete, and sustained implementation of all outstanding and new audit recommendations, including by strengthening capacity at regional and country office levels;
4. *Urges* UNDP, UNFPA and UNOPS to continue to strengthen the audit and investigative functions, and ensure these offices are sufficiently resourced to carry out their mandates effectively, including through analysis of audit coverage and resources in future annual reports;
5. *Underscores* the need for effective oversight controls in regional and country offices and measures to ensure compliance with policies and procedures for the delegation of authority and risk management;
6. *Welcomes* progress on revising the harmonized approach to cash transfers (HACT) and *encourages* UNDP and UNFPA management to ensure effective implementation and oversight;
7. *Welcomes* the inclusion of information regarding financial losses identified by investigation and *requests* UNDP and UNFPA to incorporate further information in future reports on the manner and amount of recovery;

With regard to UNDP:

8. *Takes note* of the report on internal audit and investigations ([DP/2014/16](#)), its annexes and the management response;
9. *Expresses* its continuing support for strengthening the internal audit and investigation functions of UNDP, and *encourages* UNDP management to ensure that established investigator posts are filled without delays;
10. *Takes note* of the annual report of the Audit Advisory Committee for 2013;
11. *Notes with appreciation* efforts to increase resourcing of the audit and investigation office and *encourages* UNDP management to prioritize the clearance of cases carried forward;

12. *Requests* UNDP management to provide information on how accountability and oversight mechanisms will operate in the new UNDP structure, so ensuring the appropriate level of effective internal control;

13. *Recognizes* that effective risk management is essential to delivery of the strategic plan and *encourages* management to step up efforts to mainstream risk management throughout operations;

With regard to UNFPA:

14. *Takes note* of the report of the Director of the Division for Oversight Services on UNFPA internal audit and investigation activities in 2013 ([DP/FPA/2014/6](#)), its annexes and the management response;

15. *Expresses* its continuing support for the strengthening of the audit and investigation functions at UNFPA;

16. *Acknowledges and supports* the engagement of the Office of Audit and Investigation Services in joint oversight activities;

17. *Takes note* of the annual report of the Audit Advisory Committee and the management response thereto contained in [DP/FPA/2014/6](#) (Add.1);

18. *Encourages* UNFPA to develop and implement effective risk management policies to ensure effective delivery of the strategic plan;

With regard to UNOPS:

19. *Takes note* of the annual report of the Internal Audit and Investigations Group for 2013 ([DP/OPS/2014/3](#));

20. *Notes with appreciation* the progress made in implementation of audit recommendations more than 18 months old;

21. *Takes note* of the annual report of the Strategy and Audit Advisory Committee for 2013 (in line with Executive Board decision 2008/37).

27 June 2014

2014/22

Reports of the ethics offices of UNDP, UNFPA and UNOPS

The Executive Board

1. *Welcomes* the reports of the ethics offices of UNDP, UNFPA and UNOPS ([DP/2014/17](#), [DP/FPA/2014/4](#) and [DP/OPS/2014/4](#));

2. *Commends* the leadership of UNDP, UNFPA and UNOPS management for their continued support and commitment to the work of the ethics offices, and *urges* management to continue its efforts to allocate sufficient resources to the ethics function;

3. *Notes with appreciation* the vital contributions made by the ethics offices to foster a culture of ethics, integrity, and accountability, and *urges* the offices to continue enhancing that culture;

4. *Requests* the ethics offices, if they have not already done so, to improve protections for whistle-blowers by developing and implementing an effective policy

on protection against retaliation that specifies a statute of limitations of a minimum of six months for reporting retaliation;

5. *Encourages* the ethics offices to continue expanding their ethics training programmes to (a) include specific details on whistle-blower protections; (b) ensure training reaches all levels of staff, including management and staff in remote field offices; and (c) gather and use feedback on the training programmes to ensure the interventions continue to be effective and appropriate, and represent a good investment of resources;

6. *Also encourages* the ethics offices to continue their efforts to achieve coherence with other members of the Ethics Panel of the United Nations regarding the ethics policies, standards and practices of their respective agencies.

27 June 2014

2014/23

Overview of decisions adopted by the Executive Board at its annual session 2014

The Executive Board

Recalls that during its annual session 2014, it:

Item 1

Organizational matters

Adopted the agenda and workplan for its annual session 2014 ([DP/2014/L.2](#));

Adopted the report of the first regular session 2014 ([DP/2014/9](#));

Approved the tentative workplan for the second regular session 2014;

Agreed to the following schedule for the remaining session of the Executive Board in 2014:

Second regular session 2014: 2 to 5 September 2014.

UNDP segment

Item 2

Annual report of the Administrator

Adopted decision 2014/10 on the annual report of the Administrator: performance and results for 2013;

Took note of the report of UNDP on the recommendations of the Joint Inspection Unit in 2013 ([DP/2014/11/Add.1](#));

Took note of the statistical annex ([DP/2014/11/Add.2](#)).

Item 3

UNDP strategic plan, 2014-2017

Adopted decision 2014/11 on the integrated results and resources framework, 2014-2017.

Item 4
Human Development Report

Took note of the oral report on consultations regarding the 2015 Human Development Report in accordance with General Assembly resolution 57/264.

Item 5
United Nations Capital Development Fund (UNCDF)

Adopted decision 2014/12 on the report on results achieved by the United Nations Capital Development Fund in 2013.

Item 6
United Nations Volunteers

Adopted decision 2014/13 on the report of the Administrator on the United Nations Volunteers programme.

Item 7
Evaluation (UNDP)

Adopted decision 2014/14 on the annual report on evaluation, 2013.

Item 8
Country programmes and related matters (UNDP)

Took note of the first one-year extensions of the country programmes for Algeria, Argentina, Lebanon, Libya and Uganda for a period of one year, from 1 January to 31 December 2015 ([DP/2014/15](#));

Approved the two-year extension of the country programme for Botswana, from 1 January 2015 to 31 December 2016;

Approved, on an exceptional basis, the country programme document for Kenya;

Took note of the following draft country programme documents and the comments made thereon:

Africa

Draft country programme document for Angola ([DP/DCP/AGO/3](#))

Draft country programme document for the Comoros ([DP/DCP/COM/2](#))

Arab States

Draft country programme document for the State of Kuwait ([DP/DCP/KWT/2](#))

Draft country programme document for Tunisia ([DP/DCP/TUN/2](#))

Latin America and the Caribbean

Draft country programme document for the Bolivarian Republic of Venezuela ([DP/DCP/VEN/2](#)).

UNFPA segment

Item 9

Evaluation (UNFPA)

Adopted decision 2014/15 on the report of the Executive Director for 2013: progress in implementation of the UNFPA strategic plan, 2008-2013;

Took note of the statistical and financial review, 2013 ([DP/FPA/2014/5](#), Part I, Add.1);

Took note of the report on the recommendations of the Joint Inspection Unit in 2013 ([DP/FPA/2014/5](#), Part II).

Item 10

Evaluation (UNFPA)

Adopted decision 2014/16 on the strategic framework for UNFPA global and regional interventions, 2014-2017.

Item 11

Evaluation (UNFPA)

Adopted decision 2014/17 on the annual report on evaluation.

Item 12

Financial, budgetary and administrative matters (UNFPA)

(a) Updating the UNFPA oversight policy

Adopted decision 2014/18 on the way forward in updating the UNFPA oversight policy.

(b) Revised UNFPA financial regulations and rules

Adopted decision 2014/19 on the revised UNFPA financial regulations and rules;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on revision of UNFPA financial regulations and rules ([DP/FPA/2014/13](#)).

Item 13

Country programmes and related matters (UNFPA)

Approved the second programme extension, for one year, for Guinea-Bissau;

Approved the two-year programme extension for Burundi;

Approved, on an exceptional basis, the country programme document for Kenya ([DP/FPA/DCP/KEN/8](#));

Took note of the first one-year programme extensions for Algeria, Lebanon and Uganda ([DP/FPA/2014/10](#); [DP/FPA/2014/11](#));

Took note of the following draft country programme documents and the comments made thereon:

East and Southern Africa

Draft country programme document for Angola ([DP/FPA/DCP/ANG/7](#))

Draft country programme document for the Comoros ([DP/FPA/DCP/COM/6](#))

West and Central Africa

Draft country programme document for Sierra Leone ([DP/FPA/DCP/SLE/6](#))

Arab States

Draft country programme document for Tunisia ([DP/FPA/DCP/TUN/9](#))

Asia and the Pacific

Draft country programme document for Afghanistan ([DP/FPA/DCP/AFG/4](#))

Draft country programme document for Timor-Leste ([DP/FPA/DCP/TLS/3](#))

Latin America and the Caribbean

Draft country programme document for the Bolivarian Republic of Venezuela ([DP/FPA/DCP/VEN/3](#)).

UNOPS segment**Item 14****United Nations Office for Project Services (UNOPS)**

Adopted decision 2014/20 on the annual report of the Executive Director, UNOPS.

Joint segment**Item 15****Internal audit and oversight**

Adopted decision 2014/21 on the (a) UNDP report on internal audit and investigations; (b) report of the Director, Division for Oversight Services, on UNFPA internal audit and oversight activities in 2013; and (c) activity report for 2013 of the Internal Audit and Investigations Group of UNOPS.

Item 16**Reports of the ethics offices of UNDP, UNFPA and UNOPS**

Adopted decision 2014/22 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Item 17**Other matters**

Held the following briefings and consultations:

UNDP

UNDP informal consultation on QCPR funding issues.

27 June 2014

2014/24

Funding commitments to UNDP and implementation of the quadrennial comprehensive policy review of operational activities for development

The Executive Board

1. *Takes note* of the annual review of the financial situation, 2013 (DP/2014/20 and Add.1) and the status of regular resources funding commitments to UNDP and its funds and programmes for 2014 and onwards (DP/2014/21);
2. *Requests* UNDP to continue to improve its effectiveness and efficiency, including through the reduction of management costs, and to further strengthen its transparency and accountability in an effort to strengthen development results and increase contributions from Member States;
3. *Notes* the consultative process with Member States regarding possible approaches to critical mass of core resources as well as other resources that are more predictable, less restricted/earmarked and aligned to the outcomes of the Strategic Plan, 2014-2017, in line with General Assembly resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review of operational activities for development;
4. *Notes* the common principles for the concept of critical mass of resources and core resources as developed by the United Nations funds and programmes, and *further notes* the background paper prepared by UNDP, dated 20 August 2014, on “Achieving critical mass for development success”, as a commitment to eliminate poverty and ensure the voluntary, universal and multilateral character of UNDP programmes;
5. *Welcomes* the work undertaken so far by UNDP to develop a publicly accessible online platform for tracking results and resources, including increased visibility for contributors of core funding;
6. *Welcomes* the intent of UNDP to improve programme management with stronger reliance on better data and evidence, investment in robust design, ongoing learning and adjustments driven by monitoring and rigorous and independent evaluations as well as active risk management, as incentives to increase core and more predictable, less restricted non-core contributions, and *requests* UNDP to inform the Board on progress achieved, through the annual report of the Administrator;
7. *Notes* the importance of regular resources, which form the bedrock of the organization as they allow UNDP to plan ahead, be strategic and responsive, strengthen accountability, transparency and oversight, advance United Nations coherence and coordination and provide predictable, differentiated services to respond to the needs of all programme countries, particularly the poorest and most vulnerable;
8. *Notes* the important need to enhance the quality, predictability and alignment to the Strategic Plan of contributions to other resources, which comprise an important complement to the regular resource base;
9. *Recognizes* that government cost-sharing constitutes an earmarked funding mechanism that strengthens national ownership as well as contributes to the achievement of country programmes and, in that regard, *underlines* the need to take

the special characteristics of government cost-sharing into account when considering mechanisms to incentivize less restricted/earmarked non-core funding, while ensuring the alignment of such resources to the Strategic Plan;

10. *Encourages* Member States to prioritize regular resources and other resources that are more predictable, less restricted/earmarked and aligned to the outcomes of the Strategic Plan, 2014-2017;

11. *Urges* Member States to commit, as early as possible, contributions to UNDP regular resources for 2014 and onwards, if possible through multi-year pledges;

12. *Recalls* the importance of funding predictability and timeliness of payments to avoid liquidity constraints in regular resources;

13. *Requests* UNDP, in consultation with the Executive Board, to continue to explore incentives, mechanisms and funding windows to broaden the donor base and to support donors to increase their core contributions as well as to shift to less restricted/earmarked non-core funding, and in this regard *requests* UNDP to present to the Executive Board a resource mobilization strategy towards this end for consideration at its first regular session of 2015;

14. *Recalls* its decision 2013/9 and in this regard, *encourages* UNDP, in the context of the planned review of the new cost-recovery methodology and the related rates in 2016, to propose adjustments, as required, for the consideration of the Executive Board that may strengthen the incentives for providing more predictable and less restricted/earmarked core and non-core funding;

15. *Decides* to organize, with the support of the UNDP secretariat, on an annual basis during the second regular session of the Executive Board, a structured dialogue with Member States to monitor and follow up the predictability, flexibility and alignment of resources provided for the implementation of the Strategic Plan, 2014-2017, including information on funding gaps.

5 September 2014

2014/25

Funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development

The Executive Board

1. *Takes note* of the report on contributions by Member States and others to UNFPA and revenue projections for 2014 and future years (DP/FPA/2014/15);

2. *Requests* UNFPA to continue to improve its effectiveness and efficiency, including through the reduction of management costs, and to further strengthen its transparency and accountability, in an effort to strengthen development results and increase contributions from Member States;

3. *Notes* the consultative process with Member States regarding possible approaches to critical mass of core resources as well as other resources that are more predictable, less restricted/earmarked and aligned to the outcomes of the Strategic Plan, 2014-2017, in line with General Assembly resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review of operational activities for development;

4. *Takes note* of the efforts made by UNFPA to broaden the funding base and to mobilize additional resources and other forms of support from diversified sources;
5. *Welcomes* the work undertaken so far by UNFPA to develop a publicly accessible online platform for tracking results and resources, including increased visibility for contributors of core funding;
6. *Notes* the common principles for the concept of critical mass of resources and core resources as developed by the United Nations funds and programmes, and *further notes* the background paper related to implementation of the quadrennial comprehensive policy review of operational activities for development on “Funding the UNFPA Strategic Plan, 2014-2017” ([DP/FPA/2014/CRP.5](#));
7. *Notes* the important need to enhance the quality, predictability and alignment to the Strategic Plan of contributions to other resources, which comprise an important complement to the regular resource base;
8. *Emphasizes* that regular resources are the bedrock of UNFPA and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and, in this regard, *encourages* UNFPA to further mobilize these resources while continuing to mobilize supplementary resources for its thematic funds and programmes, to respond to the needs of all programme countries, particularly the poorest and most vulnerable;
9. *Acknowledges* the need for continued strong political and increased financial support as well as predictable core funding in order to assist countries to achieve the internationally agreed development goals as well as to support countries through the implementation of the country programmes in advancing their national goals relating to the Framework of Action for follow-up to the Programme of Action of the International Conference on Population and Development beyond 2014 and the post-2015 sustainable development framework;
10. *Encourages* all Member States to increase their contributions to regular resources, including by making contributions during the first half of the year and to make multi-year pledges in order to ensure effective programming;
11. *Encourages* Member States that have not yet provided their contributions to regular resources for 2014 to do so as early as possible; *encourages* all programme country Governments to consider expanding their contributions to programmes in their own countries, including on the support for Millennium Development Goals 3, 4, 5 and 6, in order to accelerate results and achieve the targets by 2015;
12. *Requests* UNFPA, in consultation with the Executive Board, to continue to explore incentives, mechanisms and funding windows to broaden the donor base and to support donors to increase their core contributions as well as to shift to less restricted/earmarked non-core funding; and, in this regard, *requests* UNFPA to present a resource mobilization strategy toward this end at the second regular session of the Executive Board in 2015;
13. *Recalls* its decision 2013/9 and, in this regard, *encourages* UNFPA, in the context of the planned review of the new cost-recovery methodology and the related rates in 2016, to propose adjustments, as required, for the consideration of the Executive Board that may strengthen incentives for providing more predictable and less restricted/earmarked core and non-core funding;

14. *Decides* to organize, with the support of the UNFPA secretariat, on an annual basis during the second regular session of the Executive Board, a structured dialogue with Member States to monitor and follow up on the predictability, flexibility and alignment of resources provided for implementation of the Strategic Plan, 2014-2017, including information on funding gaps.

5 September 2014

2014/26

Annual statistical report on the procurement activities of the United Nations system, 2013

The Executive Board

1. *Takes note* of the annual statistical report on the procurement activities of the United Nations system, 2013 ([DP/OPS/2014/5](#));
2. *Appreciates* the contributions of the United Nations entities which have provided the information necessary to compile the annual statistical report and *encourages* all entities of the United Nations to participate in contributing to this important procurement report;
3. *Appreciates* the transparency under which the report is made available to the public by UNOPS through the International Aid Transparency Initiative on data transparency;
4. *Acknowledges* the value of the annual thematic supplements and their importance in contributing to the professionalism of the procurement profession;
5. *Welcomes* the arrival of the new Executive Director and her remarks to the Executive Board and *looks forward* to working with her.

5 September 2014

2014/27

Report of UNDP, UNFPA and UNOPS on joint procurement activities

The Executive Board

1. *Welcomes* the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2014/1);
2. *Also welcomes* the progress made in joint procurement initiatives, including savings;
3. *Underlines* the importance of continuing to deliver more streamlined, cost-effective, efficient and harmonized procurement to enable improved delivery of development assistance and generate savings that allow additional resources to reduce poverty in programme countries, as stated in paragraph 2 of document DP-FPA-OPS/2014/1;
4. *Urges* UNDP, UNFPA and UNOPS and *invites* other United Nations agencies to go beyond common services procurement in considering collaborative opportunities to address commodities and support to programme services, particularly those of significant value;

5. *Strongly encourages* UNDP, UNFPA and UNOPS, other United Nations agencies to work closer together, with the High-level Committee on Management Procurement Network and with other development partners, centrally and at country level, to further identify opportunities to aggregate demand and consolidate buying to obtain better prices;
6. *Welcomes and encourages* prioritization of the joint spend analysis currently being undertaken on four key commodity and service areas;
7. *Calls upon* UNDP, UNFPA and UNOPS and *invites* other United Nations agencies, as consistent with their mandates, to incorporate the building of programme country procurement capacity into its overall capacity development work, and to increase opportunities for suppliers from developing countries and countries with economies in transition;
8. *Requests* UNDP, UNFPA and UNOPS to further improve the monitoring of joint procurement activities;
9. *Also requests* UNDP, UNFPA and UNOPS to report on the implementation of the United Nations model framework for vendor sanctions, as part of their regular reporting;
10. *Looks forward* to the next report of UNDP, UNFPA and UNOPS on joint procurement activities setting out details of successful joint procurement activities, including items, volumes, values and the time periods in which they have been achieved;
11. *Requests* UNDP, UNFPA and UNOPS to further enhance the analysis in future reports, including quantified information on efficiency gains, lessons learned, challenges in pursuing a collaborative approach and how they are being addressed.

5 September 2014

2014/28

Global Environment Facility: amendments to GEF Instrument

The Executive Board

1. *Takes note* of the note of the Administrator concerning proposed amendments to the Instrument for the Establishment of the Restructured Global Environment Facility ([DP/2014/23](#));
2. *Decides* to adopt the amendments to the Instrument for the Establishment of the Restructured Global Environment Facility as approved by the Fifth Assembly of the Global Environment Facility held in Cancún, Mexico on 28-29 May 2014;
3. *Requests* the Administrator to transmit the present decision to the Chief Executive Officer and Chairperson of the Global Environment Facility.

5 September 2014

2014/29

Overview of decisions adopted by the Executive Board at its second regular session 2014

The Executive Board

Recalls that during its second regular session of 2014, it:

Item 1

Organizational matters

Approved the agenda and workplan for its second regular session of 2014 (DP/2014/L.3);

Approved the report of the annual session of 2014 (DP/2014/18);

Agreed to the following schedule of future sessions of the Executive Board in 2015:

First regular session 2015:	26-30 January 2015
Annual session 2015:	1-12 June 2015 (New York)
Second regular session 2015:	1-4 September 2015

Approved the draft annual workplan of the Executive Board for 2015 (DP/2014/CRP.2) and adopted the tentative workplan for the first regular session of 2015.

UNDP segment

Item 2

Financial, budgetary and administrative matters

Adopted decision 2014/24 on funding commitments to UNDP and implementation of the quadrennial comprehensive policy review of operational activities for development.

Item 3

Funding commitments

Adopted decision 2014/24 on funding commitments to UNDP and implementation of the quadrennial comprehensive policy review of operational activities for development.

Item 4

UNDP country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7:

Africa: Sierra Leone

Asia and the Pacific: Afghanistan, Timor-Leste

Europe and the Commonwealth of Independent States: Bosnia and Herzegovina

Latin America and the Caribbean: Ecuador, Paraguay

Approved the following country programmes on a no-objection basis without presentation or discussion, in accordance with decisions 2001/11 and 2006/36:

Africa: Angola, Comoros

Arab States: Kuwait, Tunisia

Latin America and the Caribbean: Bolivarian Republic of Venezuela

Approved the exceptional third one-year extension of the country programme for Guinea-Bissau;

Approved the exceptional fourth one-year extension of the country programme for the Syrian Arab Republic;

Took note of the first one-year extension of the country programme for Iraq.

Item 14

Implementation of the quadrennial comprehensive policy review of operational activities for development

Adopted decision 2014/24 on funding commitments to UNDP and implementation of the quadrennial comprehensive policy review of operational activities for development.

Item 15

Other matters

Adopted decision 2014/28 on the Global Environment Facility: amendments to GEF Instrument.

UNFPA segment

Item 5

Updating the UNFPA oversight policy

Took note of the draft revised UNFPA oversight policy.

Item 6

Funding commitments to UNFPA

Adopted decision 2014/25 on funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development.

Item 7

Financial, budgetary and administrative matters

Took note of the updated integrated resource plan for 2014-2017.

Item 8

Country programmes and related matters

Approved the two-year programme extension for Botswana ([DP/FPA/2014/13](#));

Approved, in accordance with Executive Board decision 2006/36, the final country programme documents for the following countries:

Afghanistan ([DP/FPA/CPD/AFG/4](#));

Angola ([DP/FPA/CPD/ANG/7](#));

Comoros ([DP/FPA/CPD/COM/6](#));

Sierra Leone ([DP/FPA/CPD/SLE/6](#));

Timor-Leste ([DP/FPA/CPD/TLS/3](#));
 Tunisia ([DP/FPA/CPD/TUN/9](#));
 Bolivarian Republic of Venezuela ([DP/FPA/CPD/VEN/3](#)).

Approved, in accordance with Executive Board decision 2014/7, the country programme documents for the following countries:

Bosnia and Herzegovina ([DP/FPA/CPD/BIH/2](#));
 Ecuador ([DP/FPA/CPD/ECU/6](#));
 Guatemala ([DP/FPA/CPD/GTM/7](#));
 Paraguay ([DP/FPA/CPD/PRY/7](#));
 State of Palestine ([DP/FPA/CPD/PSE/5](#)).

Item 9

Implementation of the quadrennial comprehensive policy review of operational activities for development

Adopted decision 2014/25 on funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development.

UNOPS segment

Item 10

Annual statistical report on the procurement activities of the United Nations system, 2013

Adopted decision 2014/26 on the annual statistical report on the procurement activities of the United Nations system, 2013.

Joint segment

Item 11

Financial, budgetary and administrative matters

Adopted decision 2014/27 on the report of UNDP, UNFPA and UNOPS on joint procurement activities.

Item 12

Follow-up to UNAIDS Programme Coordinating Board meeting

Took note of the report on the implementation of decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS ([DP/2014/24–DP/FPA/2014/16](#) and Corr.1).

Item 13

Field visits

Took note of the report on the joint field visit to Panama and El Salvador ([DP/FPA/OPS-ICEF-UNW-WFP/2014/CRP.8](#)).

Took note of the report on the Executive Board field visit to Fiji and Samoa ([DP-FPA/2014/CRP.2](#)).

Item 15
Other matters

Took note of the statement by the Vice-Chairperson of the [UNDP/UNFPA/UNOPS/UN-Women](#) Staff Council.

Held the following informal briefings and consultations:

UNDP

Informal consultation on the independent review of the UNDP evaluation policy;

Presentation of the results and resources framework of the UNDP global programme, 2014-2017;

Briefing on the outline of the UNDP annual results reports.

UNFPA

Briefing on the outline of annual report of the Executive Director of UNFPA.

UNOPS

Briefing of the new UNOPS Executive Director.

Joint

Joint UNDP, UNFPA, UNICEF and WFP informal consultation on the common country programme documents.

5 September 2014

Annex II

Membership of the Executive Board in 2014

(Term expires on the last day of the year indicated)

African States: Angola (2015), the Republic of the Congo (2015), Ethiopia (2015), Lesotho (2015), Liberia (2014), Morocco (2014), Niger (2015), United Republic of Tanzania (2016).

Asian and Pacific States: China (2016), Fiji (2015), Indonesia (2014), the Islamic Republic of Iran (2015), Nepal (2016), Pakistan (2015), Republic of Korea (2014).

Latin American and Caribbean States: Brazil (2014), Cuba (2016), Ecuador (2016), Guatemala (2015), Nicaragua (2014).

Eastern European States: Armenia (2016), Bulgaria (2015), Montenegro (2016), Russian Federation (2014).

Western European and other States (WEOG)*: Belgium, Canada, Finland, France, Germany, Ireland, Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States.

* WEOG has its own rotation schedule, which varies every year.