



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

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**Organizational matters**

**Decisions adopted by the Executive Board in 2013**

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(28 January to 1 February 2013, New York)**

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2013/1

**Oral report of the Administrator on the implementation of the UNDP gender equality strategy**

*The Executive Board*

1. *Takes note of* the oral report on the implementation of the UNDP gender equality strategy, 2008-2013;
2. *Recognizes* the importance of gender equality in achieving sustained and inclusive economic growth, poverty eradication and sustainable development, as reflected in General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
3. *Takes note of* the efforts of UNDP in achieving concrete gender-equality development and institutional results in 2012;
4. *Takes note of* the progress UNDP has made to systematically integrate gender dimensions in the country programme documents submitted to the Executive Board, and encourages UNDP to continue to do this;
5. *Urges* UNDP to continue to allocate a level of expenditure appropriate to the importance of gender equality, and reiterates its request to UNDP to strengthen its capacity for gender mainstreaming, within the context of its programming and the overall agenda for organizational change;
6. *Requests* UNDP to ensure the mainstreaming of gender-equality perspectives in the preparation of the UNDP strategic plan, 2014-2017, taking fully into account the findings of the midterm review of the implementation of the current gender equality strategy;
7. *Requests* UNDP to update the Executive Board at its annual session 2013 on the steps and timeline for the preparation of the next gender equality strategy, and looks forward to the presentation of that strategy at the first regular session 2014, together with a report on the implementation of the gender equality strategy in 2013;
8. *Takes note of* the partnership of UNDP with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and urges UNDP to continue to work closely with UN-Women to advance gender equality on the basis of complementary and synergetic relationships;
9. *Appreciates* the commitment of UNDP to addressing gender parity for staff at all levels of the organization; requests UNDP to further improve gender parity at mid-to-senior levels; and further requests UNDP to take steps to ensure the representation, at all staff levels, of women from programme countries, at headquarters, regional and country levels, keeping in mind the principle of equitable geographical representation, in the framework of the forthcoming UNDP report on the gender parity strategy;
10. *Commends* UNDP on the work of the Gender Steering and Implementation Committee in strongly encouraging senior management on gender equality and requests the Committee to be vigilant in holding senior managers accountable for achieving results in gender equality;
11. *Requests* UNDP to include, in its future annual reports on the implementation of its gender equality strategy, the actions it has taken to implement the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women.

1 February 2013

2013/2

**Evaluation (UNDP)**

**(a) Evaluation of the UNDP contribution to poverty reduction, and the management response;**

**(b) Evaluation of UNDP support to conflict-affected countries in the context of United Nations peace operations, and the management response**

*The Executive Board*

*With regard to the evaluation of the UNDP contribution to poverty reduction (DP/2013/3), and the management response thereto (DP/2013/4):*

1. *Takes note* of the evaluation of the UNDP contribution to poverty reduction and the management response thereto;
2. *Takes note of* the findings and the conclusions of the evaluation of the UNDP contribution to poverty reduction, and requests UNDP to take them fully into account when preparing its next strategic plan, global programme and regional programmes, and to ensure that poverty eradication is a central component of that process;
3. *Urges* UNDP to implement the recommendations of the evaluation report when planning its programmes and projects and to report to the Executive Board, at its second regular session 2016, on the steps taken in this regard;
4. *Reaffirms* that eradicating poverty is the greatest global challenge facing the world today;
5. *Acknowledges* the efforts undertaken by UNDP to address the multidimensional challenges of poverty in a sustainable manner by adopting enabling strategies that impact the social determinants of poverty;
6. *Urges* UNDP to strengthen its pro-poor focus and work with relevant stakeholders at the country level, in order to better contribute to achieving the Millennium Development Goals, to national efforts for poverty reduction, and to reducing rising inequalities;
7. *Requests* that UNDP prioritize its contributions to capacity development and policy advice, based on the principles of national ownership and sustainability;
8. *Emphasizes* the need for UNDP to strengthen its country-level capacities, as well as incentives to learn from its activities, and encourages, upon request of the national government and as appropriate, that the lessons are included in national policy and programme development;
9. *Encourages* UNDP to develop a clear and robust results framework that demonstrates complete results chains that establish results at the output, outcome and impact levels, with a view to better assessing the UNDP contribution to poverty reduction;
10. *Encourages* UNDP to strengthen its efforts to create more effective integration of its focus areas for poverty reduction at the country level and stronger partnership with other United Nations organizations, in order to support poverty eradication in all its dimensions;

*With regard to the evaluation of UNDP support to conflict-affected countries in the context of United Nations peace operations (DP/2013/5), and the management response thereto (DP/2013/6):*

11. *Takes note of* the evaluation of UNDP support to conflict-affected countries in the context of United Nations peace operations and the management response thereto;
12. *Takes note of* the conclusions and findings of the evaluation of UNDP support to conflict-affected countries in the context of United Nations peace operations, and, in this

regard, urges UNDP to implement the recommendations of the evaluation report when planning its programmes and projects;

13. *Welcomes* UNDP efforts to establish an early alert and action system, as well as promote the appropriate use of conflict analysis, recognizing that these are critical steps for UNDP to better leverage its presence on the ground into quick and effective action;

14. *Welcomes* the planned efforts of UNDP and humanitarian partner organizations to establish a common definition of early recovery and a common set of guiding principles on the scope and funding mechanisms for early recovery activities in the immediate aftermath of conflict, such as consolidated appeals;

15. *Urges* UNDP to follow through on its stated intention to strengthen collaboration with other United Nations organizations involved in integrated United Nations peace operations, especially the United Nations Department of Political Affairs and the United Nations Department of Peacekeeping Operations, to enhance coordination and, in particular, to better prepare for the transition period, commencing with the drawdown of peacekeeping missions;

16. *Recognizes* that there are difficulties in attracting and retaining female staff in conflict-affected countries, and urges UNDP to take action to improve the gender balance of its workforce in these settings and to continue its broader efforts to improve the capacity of country teams to achieve results;

17. *Encourages* UNDP to ensure that all nationally and directly implemented programmes and projects carried out in conflict-affected countries clearly outline their objectives aimed at national capacity-building, in line with a well-planned exit strategy.

1 February 2013

### 2013/3

#### **Review of UNDP engagement in direct budget support and pooled funding**

##### *The Executive Board*

1. *Takes note of* document DP/2013/7 on the review of UNDP engagement in direct budget support and pooled funding;

2. *Recognizes* that the primary value-added contribution of UNDP lies in supporting national capacity and policy development;

3. *Agrees* to maintain the changes in the rules and regulations, as contained in document DP/2008/36, for a subsequent pilot period, 2013 to 2014, in order to continue to provide country offices with the needed flexibility in a direct budget-support environment, and for UNDP to gain different experiences from this work, recognizing that these rules and regulations may be further refined, with a view to strengthening transparency and accountability in the context of the harmonized regulations and rules currently under consideration at the United Nations;

4. *Requests* that appropriate evaluations and audits of the activities during the pilot periods 2008 to 2012 and 2013 to 2014 be undertaken in order to provide information about the impact of these activities, particularly on the UNDP contribution to national capacity and policy development, and to learn from the experience gained; and further requests that the findings and recommendations be shared within UNDP and with the members of the United Nations Development Group;

5. *Requests* UNDP to provide a report, prior to the first regular session 2015 of the Executive Board, on the UNDP approach to assessing, prior to allocating funds, the full range of risks associated with the provision of direct budget support and pooled funding,

and on the actions taken to continuously monitor and review those risks, with recommendations on the most appropriate approach to assessing the associated risks;

6. *Requests* UNDP to submit the evaluations and audits, as well as any refinement of the rules and regulations, for the consideration of the Executive Board at its first regular session 2015, in order for the Board to adopt a decision on continued UNDP engagement in direct budget support and pooled funding.

*1 February 2013*

## **2013/4**

### **UNDP programming arrangements**

#### *The Executive Board*

1. *Recalls* decision 2012/1 on the second review of the programming arrangements, 2008-2013, and decision 2012/28 on the programming arrangements, 2014-2017;

2. *Takes note of* the note on the programming arrangements dated 24 January 2013, presented informally at the first regular session 2013;

3. *Approves* the target for resource assignment from the core (TRAC)-2 resource facility, which continues to use non-formula based criteria, with organizational priorities and incentives built therein to enhance UNDP ability to effectively respond to differentiated country needs;

4. *Endorses* protection measures to shield resource allocations with respect to TRAC-1 and programme support to resident coordination activities from the impact of programming base levels potentially falling below \$700 million;

5. *Takes note of* the rationale for including the United Nations Capital Development Fund (UNCDF) in the programming arrangements, and agrees to its inclusion in these arrangements;

6. *Further requests* UNDP to provide a comprehensive formal proposal at the annual session 2013 to include UNCDF in the programming arrangements, and that this proposal should, inter alia, include the implications such an inclusion would have on the core resources available for programming, especially the rationale for making it an annual recurring expenditure;

7. *Endorses* the principles of global strategic presence, and, as UNDP presence should be based on the differentiated development needs of countries and a no 'one-size-fits-all' approach in order to ensure efficient and effective response to national development priorities, agrees on the differentiated approach of physical presence, and requests UNDP to provide comprehensive information, in a formal report, on its implementation for the middle-income countries with gross national income per capita above \$6,660;

8. *Endorses* the further rationalization of the lines in the programming arrangements framework, contained in the note on programming arrangements dated 24 January 2013, as follows:

(a) With respect to the programme activities cost classification category:

- (i) a country window covering TRAC-1, TRAC-2, TRAC-3 and the Programme of Assistance to the Palestinian People;
- (ii) a regional window covering regional programmes;
- (iii) a global window covering the global programme, including the Office of Development Studies, and the Human Development Report Office;

(b) With respect to the development effectiveness cost classification category:

- (i) South-South cooperation programme;
- (ii) development support services;
- (iii) economists' programme;
- (iv) gender mainstreaming;
- (v) policy advisory services;
- (vi) United Nations Capital Development Fund

(c) With respect to the United Nations development coordination cost classification category:

- (i) support to the resident coordinator;

9. *Requests* UNDP to provide, prior to the annual session 2013, more information on the performance of the functions financed under the following fixed lines: development support services, economists' programme, policy advisory services, as well as the Office of Development Studies, as a basis for considering the funding requirements for these functions;

10. *Requests* UNDP to present an informal draft budgetary proposal for the programming arrangements framework within the integrated budget, for consultation with the Executive Board at its annual session 2013, and for formal consideration at its second regular session 2013.

*1 February 2013*

## **2013/5**

### **Thematic evaluation of UNFPA support to maternal health, 2000-2011, and the management response**

#### *The Executive Board*

1. *Notes* the thematic evaluation of UNFPA support to maternal health, 2000-2011, and the management response to that evaluation;

2. *Recalls* decision 2012/26, and welcomes the presentation of the thematic evaluation, the presentation of the management response, and the subsequent discussion as an opportunity for the Executive Board to engage in evidence-based, strategic discussions, as well as an important step in promoting transparency and a culture of evaluation in UNFPA;

3. *Welcomes* the recognition, in the thematic evaluation, of the important contribution that UNFPA has made towards improving maternal health in many countries, for example, by guiding important policy changes and coordinating maternal health support, and by helping to develop capacity in areas such as midwifery, emergency obstetric and newborn care, family planning and fistula repair;

4. *Welcomes* the conclusions and findings of the thematic evaluation and notes that it raises a number of critical, strategic issues that require the continued attention and follow-up of management, including in the context of developing the UNFPA strategic plan, 2014-2017, such as the need to:

- (a) strengthen medium-term to long-term strategic planning at the country level;
- (b) better define the operational implications of targeting the needs of women and girls in the most vulnerable situations;
- (c) improve staff and organizational capacity in maternal health, ensuring the proper mix of skills in the organization in order to maximize comparative strengths and reflect the strategic focus of UNFPA;

(d) strengthen results-based monitoring and evaluation at the country level and increase the focus on the generation of knowledge and learning;

5. *Welcomes* the efforts currently undertaken by UNFPA to enhance its work in maternal health and to address many of the issues identified in the thematic evaluation, and looks forward to continued, robust implementation of these initiatives;

6. *Notes* the importance of building, maintaining and continuously assessing partnerships with civil society, policymakers, national governments and other United Nations organizations, including the Health 4+ (the World Health Organization, UNFPA, UNICEF, the World Bank, the Joint United Nations Programme on HIV/AIDS and the United Nations Entity for Gender Equality and the Empowerment of Women), in order to address weaknesses in health systems and improve maternal health in the long term; and encourages UNFPA to continue to enhance its efforts in this key aspect of improving maternal health, including through joint programming;

7. *Further notes* the need to strengthen results-oriented monitoring, and encourages UNFPA to strengthen monitoring systems in its programmes, including by ensuring that the results frameworks for country programmes and thematic funds are fully aligned with the UNFPA results framework during the next strategic plan period, 2014-2017;

8. *Welcomes* the recognition, in the thematic evaluation, of the UNFPA Maternal Health Thematic Fund as a catalytic tool to facilitate evidence-based maternal health programming in priority countries, and encourages UNFPA to continue its work to better integrate the UNFPA Maternal Health Thematic Fund into its organizational structures and planning;

9. *Requests* UNFPA to fully take into account the recommendations of the thematic evaluation in its strategic and operational response, including in the context of the development of the next UNFPA strategic plan, and to include an update on the implementation of this decision in the annual report of the Executive Director for 2013, to be presented at the annual session 2014.

*1 February 2013*

## **2013/6**

### **UNDP and UNFPA draft country programme documents for Egypt**

#### *The Executive Board*

1. *Recalls* its decisions 2001/11 and 2006/36 on the programming approval process;
2. *Notes* the request by Egypt to present the UNDP and UNFPA draft country programme documents to the annual session 2013 of the Executive Board;
3. *Decides* to review and approve, on an exceptional basis, the UNDP and UNFPA draft country programme documents for Egypt at the annual session 2013 of the Executive Board.

*1 February 2013*



2013/7

**Reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2010-2011**

*The Executive Board*

1. *Takes note of* the reports of UNDP (DP/2013/8), UNFPA (DP/FPA/2013/1) and UNOPS (DP/OPS/2013/1) on the implementation of the recommendations of the Board of Auditors for 2010-2011;
2. *Encourages* UNDP, in cooperation with UNFPA and other members of the United Nations Development Group, to take actions to ensure that the common guidelines for the harmonized approach to cash transfers are used systematically, including the revision of those guidelines, if necessary;
3. *Commends* UNDP, UNFPA and UNOPS for their efforts in implementing the international public sector accounting standards and looks forward to the continuation of this process;

*With respect to UNDP:*

4. *Notes* the unqualified audit opinion issued by the United Nations Board of Auditors;
5. *Welcomes* the progress made by UNDP in addressing audit-related priorities in 2010-2011;
6. *Supports* ongoing UNDP management efforts to address the revised top nine audit-related management priorities for the 2012-2013 biennium;
7. *Underlines* the need to improve project management and ensure satisfactory internal control at the country level, and encourages a more detailed account of these efforts, including the follow-up of fraud cases, in the UNDP report on internal audit and investigations, 2012;

*With respect to UNFPA:*

8. *Notes* the unqualified audit opinion issued by the United Nations Board of Auditors;
9. *Commends* the progress made by UNFPA in addressing audit-related priorities in 2010-2011, in particular with regard to cooperation with national partners;
10. *Welcomes* the further actions initiated by UNFPA in implementing the recommendations of the United Nations Board of Auditors for the 2010-2011 biennium, and looks forward to further progress in implementing the remaining 17 long-standing recommendations from the Report of the Board of Auditors, 2009, to ensure that all recommendations are acted upon as a matter of priority;
11. *Supports* ongoing UNFPA management efforts to address audit-related management priorities for the 2012-2013 biennium;
12. *Encourages* a more detailed account of the efforts to follow up fraud cases in the annual report on UNFPA internal audit and oversight activities, 2012;
13. *Encourages* UNFPA to intensify its efforts to fill vacancies and ensure an efficient recruitment process;
14. *Welcomes* the adoption of revised procurement policies and procedures by UNFPA, underlining the need to keep these processes under review to ensure continuing compliance by all business units;

*With respect to UNOPS:*

15. *Notes* the unqualified and unmodified audit opinion issued by the United Nations Board of Auditors for the biennium 2010-2011;
16. *Welcomes* the progress made by UNOPS in addressing audit-related priorities highlighted by the United Nations Board of Auditors;
17. *Supports* ongoing UNOPS management efforts to address the special challenges faced by UNOPS in transitioning from the United Nations system accounting standards to the international public sector accounting standards.

*1 February 2013*

**2013/8**

**Report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council**

*The Executive Board*

1. *Takes note of* the report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council (E/2013/5);
2. *Encourages* UNDP, UNFPA and UNOPS to continue to enhance reporting, taking into account the relevant guidance in General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
3. *Decides* to transmit the above-mentioned report to the Economic and Social Council, together with the comments and guidance provided by delegations.

*1 February 2013*

**2013/9**

**Road map towards an integrated budget, beginning 2014, and update on cost recovery**

*The Executive Board*

1. *Recalls* UNDP/UNFPA decision 2012/27 and United Nations Children's Fund (UNICEF) decision 2012/20, which requested further development of the harmonized conceptual framework and calculation methodology for cost-recovery rates, and also recalls the need to implement General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in particular chapter II, section D, on ensuring full cost recovery, proportionally from core and non-core funding sources, and providing incentives to increase core funding;
2. *Recognizes* that full cost recovery, proportionally from core and non-core resources, will lead to fewer resources being drawn from core resources to finance the management costs of non-core contributions, and a larger share of core resources being allocated to programme activities, thereby providing incentives for core contributions;
3. *Approves* the harmonized methodology for calculating cost-recovery rates presented in document DP-FPA/2012/1-E/ICEF/2012/AB/L.6, which is further developed in the present document (DP-FPA/2013/1- E/ICEF/2013/8), and welcomes the increased transparency and proportionality in the new harmonized framework;

4. *Endorses* a general, harmonized cost-recovery rate of 8 per cent for non-core contributions that will be reviewed in 2016, with the possibility of increasing the rate if it is not consistent with the principle of full cost recovery, proportionally from core and non-core funding sources, as mandated by the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and decides that the review of the cost-recovery rate will take place after the analysis and independent assessment of the reports mentioned in paragraphs 15 and 17, below;

5. *Underscores* that the principle of harmonized rates will also apply to differentiated cost-recovery rates, with the aim of promoting collaboration among United Nations organizations and avoiding competition in resource mobilization, and further endorses the following differentiated cost-recovery rate structure:

(a) a harmonized 1 per cent reduction for the thematic contributions at the global, regional and country level in UNDP, UNFPA and UNICEF (8 per cent - 1 per cent = 7 per cent), with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) maintaining the 8 per cent as a temporary arrangement;

(b) maintaining the existing preferential rates for government cost-sharing, South-South contributions and private-sector contributions;

6. *Decides* that existing agreements will be honoured using the previous cost-recovery rates and that new or renewed agreements will comply with the present decision;

7. *Decides* that, on an exceptional basis and when the urgency of the circumstances requires, the Administrator of UNDP and the Executive Director of UNFPA may consider granting a waiver of the cost-recovery rates on a case-by-case basis, taking into account specific priorities, modalities that incur lower management costs, and harmonization goals, and that the Executive Board will be informed of these waivers in the annual financial reports;

8. *Decides* that the new cost-recovery methodology and related rates will be applied as of 1 January 2014;

9. *Notes* the guiding principles of the integrated budget contained in: (a) the joint note of UNDP, UNFPA and UNICEF on steps taken towards the integrated budget and the mock-up of the integrated budget, submitted at the second regular session 2012; and (b) the mock-up of the integrated resource plan, with a harmonized presentation of the cost-recovery amount, contained in table 6 of the present document (DP-FPA/2013/1-E/ICEF/2013/8);

10. *Reiterates* the need for regular consultations with the Executive Board on the UNDP and UNFPA integrated budgets, 2014-2017, and requests UNDP and UNFPA to present for review, their informal draft integrated budgets, including core and non-core resources, as a part of the discussion of their respective draft strategic plans, 2014-2017, at the annual session 2013;

11. *Requests* UNDP and UNFPA to provide fully transparent and consistent costing proposals that will enable contributors to understand those costs that are directly charged to programmes and projects, as well as the cost-recovery rate that is applied;

12. *Stresses* the need for increasingly efficient and transparent use of the cost-recovery resources, and requests that UNDP and UNFPA provide, in their annual financial reports to the Executive Board, the amounts received from cost recovery and the use thereof;

13. *Requests* UNDP and UNFPA to further pursue efficiency and cost effectiveness with a view to reducing management costs, in the effort to minimize the necessary cost-recovery rate, as mandated by the quadrennial comprehensive policy review of operational activities

for development of the United Nations system, and to include information and analysis in this regard in the midterm review of their integrated budgets;

14. *Requests* UNDP and UNFPA to each prepare an integrated budget proposal, based on the above approved cost-recovery rates and the conceptual framework of the integrated budget;

15. *Requests* UNDP and UNFPA, in collaboration with UNICEF and UN-Women, to include in the midterm review of their integrated budgets, information on the implementation of the approved cost-recovery rates, including the approved underlying calculation methodology and the inclusion of each cost category; their actual cost-recovery rates for the two previous financial years; and an analysis of compliance with the principle of full cost recovery, funded proportionally from core and non-core resources, as mandated in General Assembly resolution 67/226;

16. *Further requests* UNDP and UNFPA, in the context of the midterm reviews of their integrated budgets, in collaboration with UNICEF and UN-Women, to recommend adjustments to the approved cost-recovery rates, as required, to be presented at the annual session 2016 of the Executive Board;

17. *Requests* that an independent and external assessment be performed in 2016 on the consistency and alignment of the new cost-recovery methodology with General Assembly resolution 67/226.

*1 February 2013*

## **2013/10**

### **Overview of decisions adopted by the Executive Board at its first regular session 2013**

#### *The Executive Board*

*Recalls* that during its first regular session 2013, it:

#### **Item 1**

#### **Organizational matters**

Elected the following members of the Bureau for 2013:

President: H.E. Mr. Roble Olhaye (Djibouti)  
Vice-President: Mr. Andy Rachmianto (Indonesia)  
Vice-President: Mr. Eduardo Porretti (Argentina)  
Vice-President: Mr. Boyan Belev (Bulgaria)  
Vice-President: Ms. Merete Dyrud (Norway)

Adopted the agenda and workplan for its first regular session 2013 (DP/2013/L.1).

Adopted the report of the second regular session 2012 (DP/2013/1).

Adopted the annual workplan for 2013 (DP/2013/CRP.1).

Approved the tentative workplan for the annual session 2013.

Agreed to the following schedule for the remaining sessions of the Executive Board in 2013:

Annual session 2013: 3 to 14 June 2013 (New York)  
Second regular session 2013: 9 to 13 September 2013.

**UNDP segment****Item 2****Gender in UNDP**

Adopted decision 2013/1 on the oral report of the Administrator on the implementation of the UNDP gender equality strategy.

**Item 3****Country programmes and related matters (UNDP)**

Approved the following final country programme documents:

Africa: Cameroon, the Democratic Republic of the Congo, Equatorial Guinea, Eritrea, Liberia and South Africa

Asia and the Pacific: Myanmar, Nepal, Pakistan (common country programme) and the subregional programme for the Pacific Island Countries and Territories

Arab States: Libya, Sudan and the United Arab Emirates

Latin America and the Caribbean: Haiti and Nicaragua.

Adopted decision 2013/6 on the UNDP and UNFPA draft country programme documents for Egypt.

**Item 4****Evaluation (UNDP)**

Adopted decision 2013/2 on: (a) Evaluation of the UNDP contribution to poverty reduction, and the management response; and (b) Evaluation of UNDP support to conflict-affected countries in the context of United Nations peace operations, and the management response.

**Item 5****Financial, budgetary and administrative matters (UNDP)**

Adopted decision 2013/3 on the review of the UNDP engagement in direct budget support and pooled funding.

**Item 6****Programming arrangements**

Adopted decision 2013/4 on the UNDP programming arrangements.

**UNFPA segment****Item 7****Evaluation (UNFPA)**

Adopted decision 2013/5 on the thematic evaluation of UNFPA support to maternal health, 2000-2011, and the management response.

Heard a briefing on the draft revised UNFPA evaluation policy.

**Item 8****Country programmes and related matters**

Approved the following final country programme documents:

Africa: Cameroon, Democratic Republic of the Congo, Equatorial Guinea, Liberia and South Africa

Arab States: Sudan

Asia and the Pacific: Pakistan (common country programme)

Latin America and the Caribbean: Haiti and Nicaragua

Adopted decision 2013/6 on the UNDP and UNFPA draft country programme documents for Egypt.

#### **UNOPS segment**

Heard an update from the Executive Director, UNOPS.

#### **Joint segment**

##### **Item 9**

##### **Recommendations of the Board of Auditors**

Adopted decision 2013/7 on the reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2010-2011.

##### **Item 10**

##### **Report to the Economic and Social Council**

Adopted decision 2013/8 on the report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council.

##### **Item 11**

##### **Financial, budgetary and administrative matters**

Adopted decision 2013/9 on the road map towards an integrated budget, beginning 2014, and update on cost recovery.

##### **Item 12**

##### **United Nations Capital Development Fund**

Heard a presentation on the preliminary 2012 results and an update on the stakeholder consultations on the future of UNCDF.

#### **Joint meeting**

Held a joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP on 4 February 2013, which addressed the following topics: (a) operationalizing the recommendations of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and (b) leveraging South-South and triangular cooperation.

Also held the following briefings and informal consultations:

#### **UNDP**

Informal consultation on the preliminary findings of the evaluation of the UNDP strategic plan, 2008-2013;

Informal consultation on the road map leading to the UNDP strategic plan, 2014-2017;

Briefing on the UNCDF ongoing stakeholder consultation process mandated by the Executive Board (as per decision 2012/12);

**UNFPA**

Informal consultation on the UNFPA strategic plan, 2014-2017;

**UNOPS**

Informal consultation on the preparation of the UNOPS strategic plan for 2014-2017: discussion of key issues.

*1 February 2013*

**2013/11****Cumulative review and annual report of the Administrator on the UNDP strategic plan: performance and results for 2008-2012***The Executive Board*

1. *Takes note* of the present report (DP/2013/11);
2. *Welcomes* the reported progress made across all outcomes areas;
3. *Encourages* UNDP to use the lessons identified in the report, including those from the evaluation reports presented at the annual session, for the preparation of the strategic plan, 2014-2017;
4. *Further encourages* UNDP, in future reports, to continue improving its results-reporting systems to ensure more evidence-based information on the achievement of expected results at an aggregate level, including an analytical narrative on the development contributions of UNDP, as well as on challenges identified.

*14 June 2013*

**2013/12****Draft UNDP strategic plan, 2014-2017***The Executive Board*

1. *Recalls* its decision 2012/9 on the annual report of the Administrator on the strategic plan;
2. *Takes note with appreciation* of the consultative and participatory process conducted by UNDP in developing the draft strategic plan, 2014-2017, and *requests* UNDP to continue consulting with Member States and other relevant stakeholders in an inclusive manner with a view to finalizing the plan and its annexes for adoption at the second regular session 2013;
3. *Notes* the inclusion in the strategic plan of some terms that have not been intergovernmentally endorsed in the United Nations system, and that for this reason these cannot be considered intergovernmentally agreed;
4. *Endorses* the new vision statement of the draft strategic plan, 2014-2017, which is to help countries achieve the simultaneous eradication of poverty, and significant reduction of inequalities and exclusion;
5. *Welcomes* the structure and framework of the draft strategic plan, 2014-2017, including its proposed set of focused areas of work and development outcomes, recognizing that the exact formulation of these is still evolving, and *requests* UNDP to prepare a final version of the draft based, inter alia, on the comments and inputs received from Member States during the annual session 2013 of the Executive Board and during the ongoing process, which will require further consultations,

clarification and amendments, bearing in mind the need for organizational focus, for finalization and approval at its second regular session 2013;

6. *Requests* UNDP to initiate actions to finalize the integrated budget, 2014-2017, and the integrated results and resources framework, on the basis of the framework and structure of the draft strategic plan, 2014-2017, recognizing that the exact formulation of these is still evolving, for adoption by the Executive Board at its second regular session 2013;

7. *Takes note* of the structure and approach of the draft integrated results and resources framework of the draft strategic plan, 2014-2017, recognizing that the exact formulation of these is still evolving, and *requests* UNDP to further develop the indicators, baselines, milestones and targets with a view to their finalization by the annual session 2014;

8. *Notes* that the implementation of the strategic plan, 2014-2017, in programme countries must take into account country-level dialogue about national priorities and needs on a demand-driven basis, as reflected in programming instruments at the country level;

9. *Requests* UNDP to provide more information, in time for the second regular session 2013, on how results will be achieved, inter alia, by clearly demonstrating how outputs are directly attributable to UNDP; how outputs and outcomes are linked; and how risks are assessed and will be managed, as a means to achieve the results;

10. *Takes note* of the efforts by UNDP to include the mandates of the quadrennial comprehensive policy review of operational activities for development of the United Nations system in the next UNDP strategic plan, 2014-2017; *requests* UNDP to fully align the next strategic plan, 2014-2017, with these mandates, and *further requests* UNDP to continue contributing to discussions with other funds and programmes toward developing a common approach to tracking implementation of the quadrennial review;

11. *Recalls* paragraph 2 of decision 2013/2 and *requests* UNDP to take fully into account, in the strategic plan, 2014-2017, findings, conclusions and recommendations of all relevant evaluation reports, presented to the Executive Board in the period of the current strategic plan, 2008-2013, particularly those presented at the annual session 2013 of the Executive Board;

12. *Requests* UNDP to provide further information in time for the second regular session 2013, on the way in which the organization will work together and divide labour within the United Nations system, including with other funds, programmes and specialized agencies of the United Nations development system, taking into account their respective mandates, in order to enhance coherence and avoid overlap and duplication, with the aim of improving results on the ground and delivery for programme countries;

13. *Requests* UNDP to indicate the allocation, per year, of core and non-core resources against the development outcomes in the integrated results and resources framework, 2014-2017, when finalizing the draft integrated budget, 2014-2017;

14. *Requests* UNDP to fully take into account the views of Member States in finalizing the strategic plan, 2014-2017, including mainstreaming South-South cooperation and the need for UNDP to engage effectively in addressing extreme poverty, for adoption at the second regular session 2013.

14 June 2013



**2013/13**

**Status of regular funding commitments to UNDP and its associated funds and programmes for 2013 and onwards**

*The Executive Board*

1. *Takes note* of the report on the status of regular funding commitments to UNDP and its funds and programmes for 2013 and onwards (DP/2013/13), and its annexes;
2. *Takes note with concern* that 2012 contributions to regular resources decreased by 13.2 per cent, to \$846.1 million from \$974.51 million in 2011, which is well below the revised funding target of \$1.05 billion for 2012 regular resources (DP/2011/22, paragraph 204);
3. *Also takes note with concern* that total contributions (regular and other resources) to UNDP also decreased in 2012 to \$4.64 billion from \$4.82 billion in 2011;
4. *Recalls* General Assembly resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
5. *Reiterates* that core/regular resources, because of their untied nature, continue to be the bedrock of operational activities for development of the United Nations system and, in this regard, *reiterates* the need for UNDP to address, on a continuous basis, the imbalance between core/regular and non-core/other resources;
6. *Stresses* the need to avoid the use of core/regular resources to subsidize non-core financed activities, including the use of core/regular resources to cover costs related to the management and support of non-core funds and their programme activities;
7. *Recognizes* that Member States and UNDP should prioritize the allocation of core/regular resources and non-core resources that are more predictable, flexible, less earmarked and better aligned with the priorities of programme countries, including those included in the United Nations Development Assistance Framework, and with the strategic plan and mandate of UNDP;
8. *Calls upon* UNDP to make every effort possible to broaden the donor base, inter alia, by increasing the number of countries and other partners making financial contributions to UNDP in order to reduce the reliance on a limited number of donors;
9. *Encourages* all countries that have not yet done so to provide contributions to regular resources for 2013;
10. *Urges* donor countries and other countries in a position to do so to maintain and substantially increase their voluntary contributions, in a manner consistent with their capacities, to the core/regular budget of UNDP and to contribute on a multi-year basis, in a sustained and predictable manner.

14 June 2013

**2013/14**

**Report on the UNDP global programme, 2009-2013: performance and results**

*The Executive Board*

1. *Takes note* of the final report on the global programme, 2009-2013 (DP/2013/14);
2. *Recommends* that UNDP provide more integrated and programme-focused policy advice, covering the areas of work to be identified in the strategic plan, 2014-2017,

to be more effective in helping countries respond to increasingly complex and interconnected development challenges.

13 June 2013

## 2013/15

### UNDP evaluation

- (a) **Annual report on evaluation and the management response;**
- (b) **Evaluation of the UNDP strategic plan, 2008-2013, and the management response;**
- (c) **Evaluation of the global programme and the management response;**
- (d) **Evaluation of the regional programme for Africa and the management response;**
- (e) **Evaluation of the regional programme for Arab States and the management response;**
- (f) **Evaluation of the regional programme for Asia and the Pacific and the management response;**
- (g) **Evaluation of the regional programme for Europe and the Commonwealth of Independent States and the management response;**
- (h) **Evaluation of the regional programme for Latin America and the Caribbean and the management response;**
- (i) **Evaluation of UNDP contribution to South-South and triangular cooperation and the management response.**

#### *The Executive Board*

1. *Welcomes* the commitment of UNDP management to evaluation and to creating a culture of evaluation throughout the organization, as well as the commitment and work of the Evaluation Office; *encourages* both UNDP management and the Evaluation Office to continue these efforts; and, in this regard, *emphasizes* the importance of providing adequate and timely funding to the evaluation function at the corporate, regional and country levels as a way of safeguarding its effectiveness and independence; and *requests* UNDP management to consult the Executive Board on any changes in the allocation to the evaluation function subsequent to approval by the Executive Board;
2. *Takes note* of the efforts of UNDP management to ensure that all evaluations, centralized and decentralized, receive a management response with specific timetables for action;
3. *Further takes note* of the suggestion for an independent review of the UNDP evaluation policy, in compliance with Executive Board decision 2010/16; and *requests* that the Evaluation Office facilitate this review under Executive Board guidance;

*With regard to the annual report on evaluation (DP/2013/16) and the management response:*

4. *Notes* the increase in evaluation compliance of country programmes completed in 2012;

5. *Requests* UNDP, in cooperation with other United Nations organizations, to continue its support to build national evaluation capacity in a systematic manner with clear objectives, measurable targets and timelines through cost-effective approaches;

6. *Requests* the UNDP Evaluation Office to better mainstream the principles of gender equality throughout its evaluation work, including in efforts to reinforce a culture of evaluation in the organization, and to report on its efforts in future reports;

7. *Notes* the improvement in the quality of decentralized evaluations but at the same time *notes* the decline in the monitoring and evaluation capacity at the country office level; *welcomes* the suggestion of the peer review panel that the link between decentralized evaluations and the central evaluation function should be significantly strengthened; and *supports* the need for a formative evaluation to understand why, in several areas of UNDP work, decentralized evaluation and monitoring remain below quality standards;

8. *Approves* the revised programme of work for 2013 and *requests* UNDP to give an oral presentation on the proposed topics for the two remaining thematic evaluations at the second regular session of the Executive Board for its approval;

9. *Notes that* the programme of work for 2014 is at an early stage of development, and *requests* that the Evaluation Office provide a detailed workplan which fully integrates the new UNDP strategic plan, 2014-2017, to the Executive Board at its first regular session 2014; and *further requests* that the 2014 work plan set out a comprehensive medium-term evaluation plan for UNDP;

10. *Welcomes* the findings of the peer review panel on methodology and knowledge-sharing contained in the report, and *urges* the Evaluation Office to implement the suggestions of the panel;

11. *Approves* the new series of evaluations focused on gauging impacts and *supports* the effort of the Evaluation Office to conduct joint evaluations with programme partners;

*With regard to the evaluation of UNDP strategic plan, 2008-2013 (DP/2013/17), and the management response (DP/2013/18):*

12. *Urges* UNDP to take fully into account the findings and recommendations of the report in the development of the new strategic plan, 2014-2017, especially with regard to prioritizing support at the country level; and *further requests* that UNDP also take into account the finding and recommendations on: (a) focused and clear strategic direction; (b) the need to strengthen capacity development and sustainability of results at country level; (c) clearer division of roles and responsibilities at global, regional and country levels; and (d) strengthened accountability framework, including monitoring, evaluation and reporting;

13. *Recalls* paragraph 2 of decision 2013/2, and *requests* UNDP to take fully into account, findings, conclusions and recommendations of all relevant evaluation reports presented to the Executive Board in the period of the current strategic plan, 2008-2013, particularly those presented at the annual session 2013 of the Executive Board;

14. *Welcomes* the evidence that UNDP has become a stronger organization since the adoption of the strategic plan, 2008-2013, and that UNDP is likely to have made important development contributions across all of its focus areas;

15. *Urges* UNDP to better address cross-cutting issues, such as capacity development and gender equality at country level, to strengthen and institutionalize knowledge management and learning as central to the development results contribution of UNDP;

16. *Requests* UNDP to brief the Executive Board by the time of its second regular session 2013, on the way in which UNDP addresses findings, conclusions and recommendations of all relevant evaluation reports presented to the Executive Board in the period of the current strategic plan, 2008-2013, particularly those presented at the annual session 2013 of the Executive Board;

*With regard to the evaluation of the global programme (DP/2013/19) and the management response (DP/2013/20):*

17. *Takes note* of the report on the evaluation of the global programme and the management response;

18. *Requests* UNDP to take into account and fully integrate the findings and recommendations of the evaluation report in the new strategic plan, 2014-2017, and the future global programme, with due regard to issues raised in the report, including the need for: (a) a more clearly defined value added of the global programme to the regional and country programmes of UNDP; (b) a more systematic knowledge-sharing approach; (c) better integration of gender equality in all thematic areas and adequate allocation of resources for gender equality in programme planning and implementation; and (d) clearer lines of accountability for more effective coordination between policy and regional bureaux;

19. *Requests* UNDP to ensure that the development of the global programme includes clearly elaborated results frameworks, and *further requests* that the global programme be presented at the first regular session 2014;

20. *Notes* the recommendation, and acceptance of the recommendation in the management response, to develop a corporate strategy by June 2014 to guide advisory services; and *requests* that the strategy address the allocation of advisory service resources among country, regional and global levels in support of stronger performance at country level, and make a clearer distinction between 'policy' functions and the provision of 'advisory or technical' expertise;

*With regard to the evaluation of the regional programmes for Africa, Asia and the Pacific, Arab States, Europe and the Commonwealth of Independent States, Latin America and the Caribbean and South-South and triangular cooperation (DP/2013/21, DP/2013/23, DP/2013/25, DP/2013/27, DP/2013/29, and DP/2013/31), and the management responses (DP/2013/22, DP/2013/24, DP/2013/26, DP/2013/28, DP/2013/30, and DP/2013/32):*

21. *Takes note* of the reports on the evaluation of the regional programmes and of South-South and triangular cooperation and the management responses;

22. *Requests* UNDP to take into account and fully integrate the findings and recommendations of the reports into the new strategic plan, 2014-2017, and future regional programmes with due attention to the systemic issues raised in the reports including the need for: (a) clear and focused regional frameworks and results oriented regional strategies aligned with the UNDP strategic plan, 2014-2017, and regional needs and demands; (b) improved monitoring, evaluation, reporting and communication for results; (c) regional service centres focusing their expertise on UNDP thematic priorities, cross-country

exchanges and knowledge-sharing; and (d) inclusive consultation processes with all relevant stakeholders when designing regional programmes, strategies and projects;

23. *Recognizes* the comparative advantage of UNDP in supporting and facilitating South-South and triangular cooperation;

24. *Notes* the efforts by UNDP to mainstream South-South cooperation in its programmes, and *requests* UNDP to take a more systematic approach in this regard, particularly in the areas of knowledge-sharing platforms and institutional reporting systems concerning South-South cooperation with a view to enhancing learning and/or systematically providing information on performance;

25. *Requests* UNDP to clarify the division of labour, roles, responsibilities, and lines of accountability for outcome achievement between UNDP and the United Nations Office for South-South Cooperation and to ensure that South-South and triangular cooperation is positioned as a key element in UNDP efforts to contribute to enhanced national capacities for sustainable development and the achievement of the internationally agreed development goals, including the Millennium Development Goals.

13 June 2013

## 2013/16

### **Report on results achieved by UNCDF in 2012 and report on the stakeholders consultations on scenarios for the future of UNCDF**

#### *The Executive Board*

1. *Takes note* of the report (DP/2013/33) and *welcomes* the continued strong performance of UNCDF against set targets;

2. *Welcomes* the new initiatives of UNCDF and partnerships with public and private-sector development partners in 2012 within the areas of expertise of UNCDF which are relevant in the discussions on the post-2015 development agenda;

3. *Notes with concern* the growing imbalance between the limited core resources of UNCDF and its fast-growing non-core resources which will prevent UNCDF, in the short term, from fulfilling its core mandate of providing capital investment to the least developed countries (LDCs) and *recognizes* the need for management to address the unsustainable nature of this situation as a top priority;

4. *Also notes with concern* that the systematic use of the core budget to cover the administrative costs of implementing projects financed by non-core contributions could further prevent UNCDF from delivering on its mandate and, in this regard, *welcomes* the previous measures taken in order to ease the pressure on the core resources of UNCDF, in particular decision 2013/9;

5. *Further notes with concern* the dependence of UNCDF on very few donors for its core resources and *recognizes* the need for management to intensify its efforts to broaden the core-donor base, including from resources from the private sector;

6. *Calls on* Member States, in a position to do so, to contribute to the core resources of UNCDF to ensure that it can reach the 'critical mass' target of \$25 million per year in annual core resources to ensure continued support to at least forty LDCs.

13 June 2013

**2013/17****Report of the Administrator on the evolution of the role and function of the United Nations Volunteers programme since its inception***The Executive Board*

1. *Notes* with appreciation the report of the Administrator (DP/2013/34) on the evolution of the role and the function of United Nations Volunteers (UNV) programme, and how they have influenced the operations of the UNV;
2. *Takes note with appreciation* of the contribution of UNV to the culture of volunteerism throughout the United Nations development system through the work carried out since 1971, and particularly UNV work towards the achievement of internationally agreed development commitments, such as the Millennium Development Goals;
3. *Recognizes* past and ongoing efforts of all development partners to support the work of UNV, specifically their financial and human resources contributions, notably from developing countries that currently provide the majority of United Nations Volunteers deployed globally;
4. *Welcomes* the leadership role of UNV in developing and promoting a youth volunteer programme in the context of the Five-Year Action Agenda of the Secretary-General;
5. *Welcomes* the request of the General Assembly to the Secretary-General for UNV to develop a plan of action to integrate volunteering in peace and development in the next decade for consideration at its seventieth session, in line with General Assembly resolution 67/138 of 20 December 2012 on integrating volunteering in the next decade;
6. *Welcomes* resolution 67/138, which called on organizations in the United Nations system to continue to assist in the promotion of United Nations Volunteers;
7. *Recognizes* UNDP for the continuous programmatic, financial, administrative and legal support provided to UNV to deliver on its mandate; and
8. *Welcomes* the initiative of UNV to develop a strategic framework for the period 2014-2017.

*13 June 2013***2013/18****Response to Executive Board decision 2013/4 on UNDP programming arrangements***The Executive Board*

1. *Takes note* of the present response to Executive Board decision 2013/4 on UNDP programming arrangements (DP/2013/37);
2. *Takes note* of the information provided by UNDP for inclusion of UNCDF in the programming arrangements; *reiterates* decision 2013/4 on the inclusion of UNCDF in the programming arrangements; and *requests* UNDP to provide further information about the rationale for the actual amount to be allocated to UNCDF before the second regular session 2013;
3. *Recalls* decision 2013/4, *acknowledges* the information provided in DP/2013/37 and *requests* UNDP to provide, in the informal discussion leading up to the formal

discussion of the integrated budget, before the second regular session 2013, information presenting the funding requirements and the rationale, the interrelationships and the synergies for the functions financed under the following fixed lines: development support services, economists' programme, policy advisory services, as well as the Office of Development Studies.

14 June 2013

## 2013/19

### **Report of the Executive Director for 2012: cumulative analysis of progress in implementation of the UNFPA strategic plan, 2008-2013**

#### *The Executive Board*

1. *Takes note* of the documents that make up the report of the Executive Director for 2012: DP/FPA/2013/3 (Part I, Part I/Add.1 and Part II);
2. *Takes note* of the progress achieved in implementing the development results framework of the UNFPA strategic plan, 2008-2013;
3. *Acknowledges* the important global leadership that UNFPA has taken in a number of global processes to accelerate progress on the International Conference on Population and Development (ICPD) agenda, and to contribute to the achievement of the Millennium Development Goals (MDGs) and to the discussion on the post-2015 development agenda;
4. *Encourages* UNFPA to contribute further to accelerating progress towards achieving Millennium Development Goal 5 by 2015, since the accomplishment of this goal continues to lag behind the other MDGs;
5. *Encourages* UNFPA to continue improving analysis in future annual reports on how the Fund has contributed to outcomes, handled risks and incorporated lessons learned;
6. *Acknowledges* the efforts that UNFPA has undertaken to implement its revised strategic direction and to address the recommendations of the midterm review of the strategic plan, 2008-2013, through the business plan, and *recognizes* that as a result UNFPA is becoming a more results-oriented organization;
7. *Appreciates* the ongoing inclusive, consultative and participatory process based on thoughtful reflection and research for developing the next UNFPA strategic plan, 2014-2017;
8. *Notes* that the implementation of the strategic plan in programme countries must take into account country-level dialogue about national priorities and needs, on a demand-driven basis, and as reflected in programming instruments at the country level;
9. *Welcomes* the strategic direction laid out in the UNFPA draft strategic plan, 2014-2017, as earlier agreed in the midterm review of the strategic plan, 2008-2013, (DP/FPA/2011/11);
10. *Calls upon* UNFPA to further develop in the strategic plan, 2014-2017, its planned engagement on issues related to population dynamics, human rights and gender equality – integral parts of the ICPD agenda – and by doing so to demonstrate how this engagement contributes to achieving the strategic goal of UNFPA, including for the most vulnerable and marginalized women, adolescents and youth;
11. *Takes note with appreciation* of the efforts by UNFPA to include the mandates of the quadrennial comprehensive policy review of operational activities for development of the United Nations system in the next UNFPA strategic plan, 2014-

2017, and *requests* UNFPA to fully align the next strategic plan, 2014-2017, with these mandates, and *further requests* UNFPA to continue contributing to discussions with other funds and programmes towards developing a common approach to tracking implementation of the quadrennial review;

12. *Notes* the proposals on the differentiated UNFPA engagement according to country context, *acknowledges* the principle of basing the business model and resource allocation system – as described in paragraphs 17 to 31 and paragraphs 88 to 98, respectively, of the draft UNFPA strategic plan, 2014-2017, of 20 May 2013 – on the strategic focus of the strategic plan, 2014-2017, *notes* that these are still to be finalized and, in this regard, *requests* UNFPA to continue consulting with Member States on how this will be implemented;

13. *Requests* UNFPA to further elaborate on how it will plan and budget activities at regional and global levels for the strategic plan period, 2014-2017, and *requests* UNFPA to demonstrate how its work at all levels contributes to achieving the strategic goal of the organization as reflected in the next strategic plan, 2014-2017;

14. *Commends* UNFPA for presenting a draft integrated budget, 2014-2017, for consultation with the Executive Board;

15. *Encourages* UNFPA to include further information in the next UNFPA strategic plan, 2014-2017, on the way in which it will work together and divide labour within the United Nations development system, including with other funds, programmes and specialized agencies, taking into account their respective mandates, in order to enhance coherence and avoid overlap and duplication, with the ultimate goal of improving results on the ground and delivery in programme countries; and *requests* UNFPA to provide more information when developing the next UNFPA strategic plan, 2014-2017, on how results will be achieved, inter alia, by demonstrating how outputs are directly attributable to UNFPA, the link between outputs and outcomes, and how risks are assessed and will be managed;

16. *Appreciates* the improvements made in the draft results framework, 2014-2017, and *requests* UNFPA to include in the results framework baselines and targets for outcomes and outputs;

17. *Recognizes* the importance of increasing and achieving stability and predictability in: (a) contributions to UNFPA regular resources, which are the foundation and bedrock of its operations, and (b) qualitatively better earmarked funding;

18. *Recognizes* that timeliness in the payment of contributions is essential for maintaining liquidity and for facilitating continuous programme implementation to assist countries in achieving ICPD goals and other internationally agreed development goals, including the Millennium Development Goals, as well as for UNFPA engagement in all relevant processes and activities leading to the adoption of the post-2015 development agenda.

13 June 2013

## **2013/20**

### **Report on contributions by Member States and others to UNFPA and revenue projections for 2013 and future years**

#### *The Executive Board*

1. *Takes note* of the report on contributions by Member States and others to UNFPA and revenue projections for 2013 and future years (DP/FPA/2013/4);



2. *Takes note* that 2012 contribution revenue to regular resources decreased by 2.9 per cent, to \$437.5 million from \$450.7 million in 2011, which is below the revised funding target of the strategic plan of \$500 million for 2012 regular resources. In 2012 contribution revenue to co-financing resources increased by 12.5 per cent, to \$525.7 million from \$440.1 million in 2011, which is well above the target of \$330 million (DP/FPA/2013/4, paragraphs 9 and 10);
3. *Takes note also* that 2012 total contributions (regular and co-financing resources) to UNFPA increased by 8.1 per cent, to \$963.2 million from \$890.8 million in 2011;
4. *Commends* the efforts being made by UNFPA to broaden the funding base and mobilize additional resources and other forms of support from diversified sources, including from the private sector;
5. *Emphasizes* that regular resources are the bedrock of UNFPA and essential to maintaining the multilateral, neutral and universal nature of its work, and *encourages* UNFPA to further mobilize these resources while also continuing to mobilize supplementary resources for its thematic funds and programmes;
6. *Encourages* all Member States to increase their core contributions and also *encourages* countries that are in a position to do so to make contributions by the first half of the year and to make multi-year pledges in order to ensure effective programming;
7. *Encourages* all programme country Governments to expand contributions to programmes in their own countries;
8. *Encourages* all Member States to increase support for Millennium Development Goals 3, 4, 5 and 6 in order to accelerate results and enable the attainment of the targets by 2015;
9. *Emphasizes* that UNFPA needs strong political and increased financial support as well as predictable core funding in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals.

7 June 2013

## 2013/21

### Revised UNFPA evaluation policy

#### *The Executive Board*

1. *Recalls* decision 2012/26 on the biennial report on evaluation and the review of the UNFPA evaluation policy;
2. *Recognizes* that the quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 67/226) contains key principles with regard to evaluation, which are applicable for all funds and programmes, including UNFPA;
3. *Welcomes* the consultative and inclusive process that UNFPA management utilized in developing the revised evaluation policy with significant input from Member States and experts;
4. *Approves* the revised UNFPA evaluation policy (DP/FPA/2013/5);
5. *Welcomes* the creation of an independent UNFPA Evaluation Office with a direct reporting line to the Executive Board, assuming the roles and responsibilities as set out in the revised evaluation policy;

6. *Recognizes* that strengthened accountability, increased institutional learning and better evidence-based decision-making are three equally important purposes of evaluation, and *emphasizes* the role of evaluation in contributing to more effective programming;
7. *Acknowledges with appreciation* the steps taken by UNFPA to ensure an independent, credible and useful evaluation function;
8. *Requests* UNFPA to ensure compliance with the evaluation policy at all levels of the Fund through the establishment of appropriate mechanisms for its implementation, including adequate regional evaluation support and increased capacities in the field of evaluation;
9. *Requests* that UNFPA allocate sufficient human and financial resources to the Evaluation Office and the overall evaluation function when presenting the integrated budget at the second regular session 2013, while at the same time encouraging the Fund to preserve, to the extent possible, resources available for programmes;
10. *Requests* the Executive Director of UNFPA, when appointing, renewing and/or dismissing the Director of the Evaluation Office, to consult with the Executive Board in line with the standards of the United Nations Evaluation Group;
11. *Requests* the UNFPA Evaluation Office to include in its annual report, to be presented to the Executive Board at its annual session every year, information on evaluation activities and results as well as on the status of the implementation of the revised evaluation policy and biennial evaluation plan;
12. *Requests* the UNFPA Evaluation Office to present the biennial budgeted evaluation plan for approval at the second regular session of the Executive Board beginning 2013;
13. *Requests* UNFPA that any review of the evaluation policy focus not only on the policy itself but also on its implementation.

7 June 2013

## **2013/22**

### **Annual Report of the Executive Director, UNOPS**

#### *The Executive Board*

1. *Takes note* of the present report (DP/OPS/2013/2) and the details of the operational and management results of the organization provided therein;
2. *Takes note* of: (a) the significant contributions made by UNOPS, often in the most challenging environments, to the operational results of the United Nations and its partners; and (b) the increased focus on sustainability and investment in its core areas of expertise, notably infrastructure, procurement and project management;
3. *Takes note* of the support given by UNOPS to the United Nations and its partners to implement peacebuilding, humanitarian and development operations that matter for people in need;
4. *Takes note with appreciation* of the demonstrated ability of UNOPS to: (a) continuously improve its efficiency, including through the adoption of internationally recognized standards of performance; and (b) enhance the quality of its products and services while simultaneously reducing its management budget.

7 June 2013

**2013/23**  
**UNOPS strategic plan, 2014-2017**

*The Executive Board*

1. *Expresses* appreciation to UNOPS for the consultative process in the preparation of the strategic plan, 2014-2017;
2. *Endorses* the strategic plan, 2014-2017, as contained in document DP/OPS/2013/3, recognizing its foundation on earlier decisions and policy guidance;
3. *Welcomes* the enhanced focus of UNOPS services to partners in the United Nations and beyond, the emphasis on sustainability, national ownership and capacity development, recognizing that it is firmly grounded in the self-financing business model of UNOPS;
4. *Takes note with appreciation* of the inclusion in the UNOPS strategic plan of measures that will strengthen the contribution of UNOPS to a broad range of stakeholders, including other organizations within the United Nations development system, national governments, international financial institutions and non-governmental organizations and foundations, and *encourages* UNOPS to continue engaging with partners in this regard in the future;
5. *Calls on* United Nations system organizations to actively seek efficiency gains through greater collaboration, taking into account the competitive advantages of UNOPS in its mandated areas of expertise: procurement, infrastructure and project management, including provision of implementation, transactional and management advisory services;
6. *Encourages* UNOPS to contribute, within its mandated areas of work, to innovation and the adaptation of best-practice standards of sustainability and quality;
7. *Supports* the development of a sustainability screening tool for review of UNOPS engagements against the three dimensions of sustainability, and *requests* UNOPS to widely share this instrument after its finalization.

7 June 2013

**2013/24**  
**Reports of UNDP, UNFPA and UNOPS on internal audit and oversight for 2012**

- (a) UNDP report on internal audit and investigations**
- (b) Report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2012**
- (c) Activity report for 2012 of the Internal Audit and Investigations Group of UNOPS**

*The Executive Board*

*With regard to UNDP, UNFPA and UNOPS:*

1. *Welcomes* the ongoing commitment of UNDP, UNFPA and UNOPS to greater accountability and transparency and, in this regard, *welcomes* the implementation of the decision on public disclosure of the internal audits;

2. *Takes note* of the respective progress made by UNDP, UNFPA and UNOPS in the implementation of audit recommendations;
3. *Notes* the number of recurring recommendations on project management and monitoring, procurement and human resources, and *urges* UNDP, UNFPA and UNOPS to address recurring and outstanding issues in these areas in a timely and thorough manner;
4. *Notes with appreciation* the work of the organizations in preparing an increased number of joint audits, and *encourages* UNDP, UNFPA and UNOPS to work collaboratively with each other, and with other United Nations development organizations, to find opportunities for further joint approaches, and in addition *underscores* the importance of the review of the harmonized approach to cash transfers (HACT), which should provide clear guidance for adequate application of this approach jointly developed by the organizations;
5. *Requests* UNDP, UNFPA and UNOPS to ensure that the information provided to the Executive Board by their audit and investigation offices is presented in an informative and consistent manner from year to year, and in a way that facilitates easy comparison between the organizations, with regard to data on allegations, investigations and actions thereon, including a list of internal audits carried out and ratings received; and also clearly describes the way in which audit priorities address current and emerging risks;
6. *Underscores* the need for the audit and investigation offices to be sufficiently resourced, including the investigation function, in order for the offices to carry out their full mandate effectively;

*With regard to UNDP:*

7. *Takes note* of the report on internal audit and investigations (DP/2013/35), its annexes and the management response;
8. *Expresses* its continuing support for strengthening the internal audit and investigation functions of UNDP;
9. *Takes note* of the annual report of the Audit Advisory Committee for the calendar year 2012;
10. *Notes* the importance of the Office of Audit and Investigations for UNDP and, in this regard, *requests* UNDP to assess and ensure that the Office of Audit and Investigations has the level of resources, including staffing, to respond adequately to the needs for audit, investigation and advisory services;
11. *Reiterates* the concern by the Audit Advisory Committee that the large number of open investigation cases may undermine the overall integrity and reputation of UNDP, and *encourages* UNDP to prioritize the clearance of cases carried forward;

*With regard to UNFPA:*

12. *Takes note* of the report of the Director of the Division for Oversight Services on UNFPA internal audit and oversight activities in 2012 (DP/FPA/2013/6), its annexes and the management response;
13. *Expresses* its continuing support for the strengthening of the oversight functions at UNFPA, and *reiterates* the importance of safeguarding the quality, impartiality and independence of these functions;
14. *Acknowledges and supports* the engagement of the Division for Oversight Services in joint oversight activities;
15. *Takes note* of the annual report of the Audit Advisory Committee and the management response thereto contained in document DP/FPA/2013/6/Add.1;

16. *Notes* that the audit risk assessment found that UNFPA is exposed to significant risk and, in view of this, *encourages* UNFPA to redouble its effort to enhance risk management across the organization in line with the recommendations of the Audit Advisory Committee, and *looks forward* to viewing the Enterprise Risk Management Plan by December 2013;

17. *Requests* UNFPA to provide further information to the Executive Board with regard to overcoming the limitations and weaknesses identified in the performance audit of the global and regional programme of UNFPA;

18. *Notes* the work undertaken by UNFPA to implement outstanding recommendations, and *encourages* UNFPA to implement urgently the outstanding recommendations that remain, particularly in the area of information and communications technology;

19. *Notes* the importance of the Division for Oversight Services for UNFPA, and *also notes* the incomplete implementation level of the audit programme in 2012 and, in this regard, *encourages* UNFPA to ensure that the Division for Oversight Services has the appropriate level and balance of financial and staffing resources to respond adequately to the needs for audit, investigation and advisory services;

20. *Notes with appreciation* that the Division for Oversight Services plans audit activities around identified key priorities and risks, and *urges* the Division for Oversight Services to include in its reporting to the Executive Board information on the extent to which the audit plan addresses these priorities and risks clearly;

*With regard to UNOPS:*

21. *Takes note* of the annual activities report for 2012 of the Internal Audit and Investigations Group of UNOPS (DP/OPS/2013/4) and its annexes;

22. *Takes note* of the progress made in implementation of audit recommendations more than 18 months old;

23. *Takes note* of the annual report of the Strategy and Audit Advisory Committee for 2012 (in line with Executive Board decision 2008/37).

13 June 2013

## 2013/25

### Reports of the ethics offices of UNDP, UNFPA and UNOPS

*The Executive Board*

1. *Takes note* of the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2013/36, DP/FPA/2013/2 and DP/OPS/2013/5), and the UNDP, UNFPA and UNOPS management responses;

2. *Recognizes* that the ethics offices of UNDP, UNFPA and UNOPS provide vital contributions to fostering a culture of ethics, integrity and accountability in the organizations and within the United Nations system;

3. *Welcomes* the efforts of the ethics offices to enhance outreach and awareness about their services through face to face training, online communication and social media, as well as their commitment and efforts to protect staff from retaliation for reporting misconduct;

4. *Encourages* the continued participation of the ethics offices of UNDP, UNFPA and UNOPS in the United Nations Ethics Committee and in the Ethics Network of Multilateral Organizations;

5. *Welcomes* the UNDP, UNFPA and UNOPS practice of including the director of the ethics office in relevant senior management meetings and decision-making processes;

6. *Requests* the management of UNDP, UNFPA and UNOPS to continue to strengthen the functions of their ethics offices in their respective organizations, including through the provision of adequate resources, in order to implement the recommendations to strengthen an organizational culture of integrity and compliance, ensure that their ethics offices can work effectively to identify and meet the ethics needs of their staff at all levels, and bring best practices to their organizations.

7 June 2013

**2013/26**

**Overview of decisions adopted by the Executive Board at its annual session 2013**

*The Executive Board*

*Recalls* that during its annual session 2013, it:

**Item 1**

**Organizational matters**

Approved the agenda and workplan for its annual session 2013 (DP/2013/L.2);

Approved the report of the first regular session 2013 (DP/2013/9);

Agreed to the following schedule of future sessions of the Executive Board in 2013:

Second regular session 2013: 9 to 13 September 2013;

Adopted the tentative workplan for the second regular session 2013 of the Executive Board.

**UNDP segment**

**Item 2**

**Annual report of the Administrator**

Adopted decision 2013/11 on the cumulative review and annual report of the Administrator on the UNDP strategic plan: performance and results for 2008-2012;

Took note of the report of UNDP on the recommendations of the Joint Inspection Unit in 2012 (DP/2013/11/Add.1);

Took note of the statistical annex (DP/2013/11/Add.2).

**Item 3**

**UNDP strategic plan, 2014-2017**

Adopted decision 2012/12 on the draft UNDP strategic plan, 2014-2017.

**Item 4**

**Funding commitments**

Adopted decision 2012/13 on the status of regular funding commitments to UNDP and its associated funds and programmes for 2013 and onwards.

**Item 5**  
**Human Development Report**

Took note of the oral report on consultations regarding the 2014 Human Development Report in accordance with General Assembly resolution 57/264.

**Item 6**  
**Country programmes and related matters (UNDP)**

Adopted decision 2013/14 on the UNDP global programme, 2009-2013: performance and results;

Took note of the first one-year extensions of the country programmes for Afghanistan, Angola, Kenya and Venezuela for a period of one year, from 1 January to 31 December 2014 (DP/2013/15);

Approved the second one-year extensions of the country programmes for Guinea-Bissau and Mali, from 1 January to 31 December 2014;

Approved the exceptional third-year extensions of the country programmes for Madagascar, Tunisia and Paraguay, from 1 January to 31 December 2014;

Approved the two-year extension of the country programme for Côte d'Ivoire, from 1 January 2014 to 31 December 2015;

Approved the two-and-half-year extension of the country programme for South Sudan, from 1 January 2014 to 30 June 2016;

Approved, on an exceptional basis, the common country programme document, including the results and resources framework, for Rwanda;

Approved, on an exceptional basis, country programme document for Egypt;

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

***Africa***

Draft country programme document for Benin (DP/DCP/BEN/2)

Draft country programme document for Burundi (DP/DCP/BDI/3)

Draft country programme document for the Republic of the Congo (DP/DCP/COG/2)

Draft country programme document for Niger (DP/DCP/NER/2)

Draft country programme document for Nigeria (DP/DCP/NGA/2)

Draft country programme document for Togo (DP/DCP/TGO/2)

***Asia and the Pacific***

Draft common country programme document for Bhutan (DP/FPA/OPS-ICEF/DCCP/2013/BTN/1 and Add.1)

***Latin America and the Caribbean***

Draft country programme document for Cuba (DP/DCP/CUB/2).

**Item 7**  
**Evaluation (UNDP)**

Adopted decision 2013/15 on the (a) annual report on evaluation and the management response; (b) evaluation of the UNDP strategic plan, 2008-2013, and the management response; (c) evaluation of the global programme and the management response; (d) evaluation of the regional programme for Africa and the management response; (e) evaluation of the regional programme for Arab States and the management response; (f) evaluation of the regional programme for Asia and the

Pacific and the management response; (g) evaluation of the regional programme for Europe and the Commonwealth of Independent States and the management response; (h) evaluation of the regional programme for Latin America and the Caribbean and the management response; and (i) evaluation of UNDP contribution to South-South and triangular cooperation and the management response.

**Item 8**

**United Nations Capital Development Fund (UNCDF)**

Adopted decision 2013/16 on the report on results achieved by UNCDF in 2012 and report on the stakeholders consultations on scenarios for the future of UNCDF.

**Item 9**

**United Nations Volunteers**

Adopted decision 2013/17 on the report of the Administrator on the evolution of the role and function of the United Nations Volunteers programme since its inception.

**Item 18**

**Programming arrangements (UNDP)**

Adopted decision 2013/18 on the response to Executive Board decision 2013/4 on UNDP programming arrangements.

**UNFPA segment**

**Item 10**

**Annual report of the Executive Director**

Adopted decision 2013/19 on the report of the Executive Director for 2012: cumulative analysis of progress in implementation of the UNFPA strategic plan, 2008-2013;

Took note of the statistical and financial review, 2012 (DP/FPA/2013/3, Part I, Add.1);

Took note of the report on the recommendations of the Joint Inspection Unit in 2012 (DP/FPA/2013/3, Part II).

**Item 11**

**Funding commitments to UNFPA**

Adopted decision 2013/20 on the report on contributions by Member States and others to UNFPA and revenue projections for 2013 and future years.

**Item 12**

**Country programmes and related matters (UNFPA)**

Approved the second one-year programme extensions for Guinea-Bissau and Mali;

Approved the second one-year extension for the Madagascar programme;

Approved the two-year programme extension for Côte d'Ivoire;

Approved the exceptional two-and-a-half year programme extension for South Sudan;

Approved the exceptional third one-year programme extension for Tunisia;

Took note of the six-month programme extension for Kenya (DP/FPA/2013/9);



Took note of the one-year programme extensions for Afghanistan, Angola, Paraguay, Timor-Leste and Venezuela (Bolivarian Republic of); (DP/FPA/2013/7, DP/FPA/2013/8 and DP/FPA/2013/9);

Approved, on an exceptional basis, the country programme document for Egypt

Approved, on an exceptional basis, the common country programme document, including the results and resources framework, for Rwanda;

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

### *Africa*

Draft country programme document for Benin (DP/FPA/DCP/BEN/8)

Draft country programme document for the Niger (DP/FPA/DCP/NER/8)

Draft country programme document for Nigeria (DP/FPA/DCP/NGA/7)

Draft country programme document for the Republic of the Congo (DP/FPA/DCP/COG/5)

Draft country programme document for Togo (DP/FPA/DCP/TGO/6)

### *Asia and the Pacific*

Draft common country programme document for Bhutan (DP/FPA/OPS-ICEF/DCCP/2013/BTN/1) and addendum (DP/FPA/OPS-ICEF/DCCP/2013/BTN/1/Add.2)

### *Latin America and the Caribbean*

Draft country programme document for Cuba (DP/FPA/DCP/CUB/8).

### **Item 13**

#### **Evaluation (UNFPA)**

Adopted decision 2013/21 on the revised UNFPA evaluation policy.

### **UNOPS segment**

#### **Item 14**

#### **United Nations Office for Project Services**

Adopted decision 2013/22 on the annual report of the Executive Director, UNOPS.

#### **Item 14**

#### **United Nations Office for Project Services**

Adopted decision 2013/23 on the UNOPS strategic plan, 2014-2017.

### **Joint segment**

#### **Item 15**

#### **Internal audit and oversight**

Adopted decision 2013/24 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 2012; and (c) activity report for 2012 of the Internal Audit and Investigations Group of UNOPS.

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

Adopted decision 2013/25 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

**Item 17**  
**Filed visits**

Took note of the report on the field visit to Timor-Leste (DP-FPA-OPS/2013/CRP.1);

Took note of the report of the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to Myanmar (DP/FPA/OPS-ICEF-UNW-WFP/2013/CRP.1).

**Item 19**  
**Other matters**

Held the following briefings and consultations:

**UNDP**

Informal consultation on: (a) the cumulative review of the strategic plan and annual report of the Administrator; and (b) steps and timeline for the preparation of the next UNDP gender equality strategy (decision 2013/1);

Informal consultation on the draft UNV strategic framework, 2014-2017, and informal discussion of the first draft of the UNV strategic framework, 2014-17, by the UNV Executive Coordinator.

**UNFPA**

Informal consultation on the draft UNFPA strategic plan, 2014-2017, and the draft integrated budget, 2014-2017.

**UNOPS**

Informal consultation on the UNOPS management budget for 2014-2015, and revision of the methodology for calculation of UNOPS operational reserve.

*14 June 2013*

**2013/27**  
**UNDP strategic plan, 2014-2017**

*The Executive Board*

1. *Recalls* its decision 2012/9 on the annual report of the Administrator on the strategic plan and decision 2013/12 on the draft UNDP strategic plan, 2014-2017;
2. *Notes with appreciation* the inclusive, open and participatory consultative process undertaken by UNDP in developing the strategic plan;
3. *Approves* the UNDP strategic plan, 2014-2017, as contained in document DP/2013/40;
4. *Requests* UNDP to further focus all its areas of work and outcomes towards achieving the vision of the strategic plan, which is to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion;
5. *Notes with appreciation* the efforts by UNDP to align its strategic plan, 2014-2017, with the mandates of General Assembly resolution 67/226 on the quadrennial

comprehensive policy review of operational activities for development of the United Nations system;

6. *Requests* UNDP to implement its strategic plan in a focused way, on a demand-driven basis and in a manner consistent with UNDP's mandate, comparative advantage and expertise, recognizing the roles and leadership of other members of the United Nations system on specific issues and coordinating efforts with them, while also recognizing the principle of national ownership and the different contexts and particular characteristics of each programme country;

7. *Reiterates* that the implementation of the strategic plan, 2014-2017, in programme countries must take into account country-level dialogue about national priorities and needs, as reflected in programming instruments at the country level;

8. *Requests* UNDP to take into account the guidance provided by General Assembly resolution 67/226 when implementing the strategic plan and to continue to contribute to strengthening the accountability, effectiveness and coherence of the United Nations development system;

9. *Notes* the inclusion in the strategic plan of some terms that have not been intergovernmentally endorsed in the United Nations system, and that for this reason, these cannot be considered intergovernmentally agreed;

10. *Takes note* of the progress in linking resources to results;

11. *Notes with appreciation* the inclusion of the specific indicators for monitoring and reporting on the implementation of the quadrennial comprehensive policy review as part of a common approach of the funds and programmes;

12. *Requests* UNDP to implement the strategic plan while developing and refining complementary, publicly available documentation in consultation with Member States and other stakeholders, including:

(a) Refinement of indicators and development of baselines, targets and annual milestones as contained in annex II of DP/2013/40, appropriately disaggregated, including by sex and age, where relevant, to be finalized by the annual session 2014, as well as developing capacity throughout UNDP for data collection and reporting on the indicators; and

(b) Refinement of the informal 'theory of change' documents for the seven development outcomes by the annual session 2014;

13. *Recognizes* that highly qualified staff are key for UNDP to achieve its vision and outcomes as outlined in its strategic plan, and *notes* the value of a balanced and diverse representation among UNDP management and staff;

14. *Requests* UNDP to present to the Executive Board at its second regular session 2014, an outline of the format and information that will be provided in the annual results reports based on the new results framework;

15. *Requests* the UNDP Administrator to present a midterm review of the UNDP strategic plan, 2014-2017, including an assessment of results achieved, cost-effectiveness, evaluations, comparative advantages and progress made in achieving the vision of the strategic plan, and report to the Executive Board at its annual session 2016.

*13 September 2013*

**2013/28**  
**UNDP integrated budget, 2014-2017**

*The Executive Board*

1. *Welcomes* the UNDP integrated budget estimates, 2014-2017, in response to the request of the Executive Board in decision 2009/22 to present a single, integrated budget that includes all budgetary categories, with an improved results focus and enhanced linkages with the strategic plan results and harmonized in methodology and presentation, including on cost classification, attribution and recovery, with UNICEF, UNFPA and UN-Women;
2. *Takes note* of document DP/2013/41 on UNDP integrated budget estimates for 2014-2017, of the additional information provided in the addendum to annex I of DP/2013/41 and of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/2013/42) on the institutional components of UNDP integrated budget estimates, and the recommendations contained therein;
3. *Recalls* Executive Board decisions 2009/22, 2010/32, 2011/10, 2012/27, and 2013/9 with respect to the joint roadmap to an integrated budget, and Executive Board decisions 2007/33, 2010/2, 2012/1, 2012/28, 2013/4, and 2013/18 with respect to the programming arrangements;
4. *Approves* the integrated budget for 2014-2017 as based on projected regular and other resources available, and their projected utilization, subject to provisions of this decision;
5. *Takes note* of the proposed new strategy for financing personnel costs with respect to positions at grade P-5 and below;
6. *Takes note* with concern of the estimated level of regular resources for the period 2014-2017 and urges donor countries and other countries in a position to do so, to increase their voluntary contributions of regular resources to UNDP and requests UNDP to submit proposals on measures to be taken to increase regular resources in its report on funding commitments;
7. With respect to the programmatic components of the integrated budget:
  - (a) *Decides* that the programmatic components of the integrated budget are governed by the principles and methodologies distributing regular resources to programme activities previously legislated through the programming arrangements, per decisions 2007/33, 2010/2, 2012/1, 2012/28, and 2013/4;
  - (b) *Authorizes* the following enhancements:
    - i. Annual regular resources programming base levels for 2014-2017 as follows:  
\$540 million per year for 2014-2015; and  
\$600 million per year for 2016-2017;
    - ii. The adjustment of the resource allocation levels for the lines in the programmatic component of the integrated budget as outlined in table 2 in DP/2013/41; and
    - iii. Recalling the protection measures endorsed by the Executive Board in decision 2013/4 with respect to TRAC-1 and programme support to resident coordination activities, additional protection measures to shield resource allocations with respect to TRAC-3, Human Development Report Office (HDRO), and South-South Cooperation Programme from the impact of annual regular resources

programming base levels potentially falling below \$540 million and that further shielding for those items be subject to the provisions in 9(d);

(c) *Decides* that, except for the changes authorized in the preceding paragraph, all other legislative provisions of the programmatic components of the integrated budget as previously legislated through the programming arrangements remain unchanged.

8. With respect to the institutional components of the integrated budget:

(a) *Approves* an appropriation from regular resources for the institutional component of the integrated budget, 2014-2017, of \$1,510.4 million, noting that \$788.3 million is earmarked for 2014-2015 and \$722.1 million is earmarked for 2016-2017, taking into account the gradual phase-out of the transitional measures discussed in DP/2013/41;

(b) *Notes* the need to maintain adequate resource levels of the Office of Audit and Investigation, the Ethics Office, and the Evaluation Office, and requests that budget allocations to them based on their workplans that are approved by or submitted for information to the Executive Board be presented as distinct line items;

(c) *Agrees* that in case adjustments are required due to major changes in the overall financial framework, an appropriate review with respect to the institutional component of the integrated budget for the 2016-2017 period will be undertaken at the second regular session 2015;

(d) *Decides*, in continuation of the existing arrangements, to grant the Administrator with exceptional authority, during 2014-2017, in addition to the provisions of paragraph 8(a) above, to access up to \$30 million in regular resources for security measures; and *decides* that UNDP will limit the use of those funds to new and emerging security mandates, as defined in United Nations Department of Safety and Security (UNDSS) directives, and will report to the Executive Board on the use of those funds in its annual review of the financial situation; and, in this regard, *requests* UNDP to provide additional information to the Executive Board at its first regular session 2014 through a document clarifying:

- i. the rationale for the amount reserved;
- ii. situations under which it would be utilized;
- iii. new and emerging security mandates, as defined in the UNDSS directives, and UNDP's role in this regard; and
- iv. the timeline for review of the amount committed under this provision;

9. *Requests* the Administrator to:

(a) *Report* expenditure against the integrated budget and addendum, including the explanation for proposed changes in the allocation of resources;

(b) *Submit* to the Executive Board for review annually at its second regular session an updated integrated resource plan and its distinct line-item allocations, following review of the financial projections on which the plan is based;

(c) *Ensure* that the midterm review of the integrated budget in conjunction with the strategic plan further assesses performance against these institutional and programme components;

(d) *Present* a cumulative review at the annual session in 2017 with a view to contribute to the Executive Board's considerations of future resource allocations;

(e) *Submit* to the Executive Board, in conjunction with the midterm review of the integrated budget, information on the actual implementation of the revised cost-recovery methodology, together with any related recommendations, at the annual session of 2016, as requested by the Executive Board in decision 2013/9, and also to include in the midterm review an assessment of ways to enhance results-based budgeting;

(f) *Present* information on resources allocated to posts by location to the Executive Board annually on a post facto basis; when the structural review of UNDP is completed;

(g) *Take into account* the recommendations provided in the Report of the ACABQ with regard to the implementation of the integrated budget 2014–2017 and the preparation of the midterm review.

13 September 2013

## 2013/29

### Annual review of the financial situation, 2012

#### *The Executive Board*

1. *Takes note* of documents DP/2013/43 and DP/2013/43/Add.1;
2. *Notes with concern* the decrease in regular resources and their importance in allowing UNDP to plan ahead, be strategic and responsive, and provide predictable, differentiated services across programme countries, particularly the poorest and most vulnerable;
3. *Notes* the important need to enhance the quality and predictability of other resource contributions, which comprise an important complement to the regular resource base;
4. *Urges* Member States to commit, as early as possible, contributions to UNDP regular resources for 2013 and onwards, if possible through multi-year pledges;
5. *Recalls* the importance of funding predictability and timeliness of payments to avoid liquidity constraints in regular resources.

12 September 2013

## 2013/30

### Funding of differentiated physical presence

#### *The Executive Board*

1. *Recalls and reaffirms* the principle of universality that should guide the operational activities for development of the United Nations system;
2. *Recalls* its decisions 2012/1, 2012/28 and 2013/4 on the UNDP programming arrangements;
3. *Endorses* document DP/2013/45 on funding of differentiated physical presence;
4. *Decides* that UNDP's regular resources funding of physical presence in middle-income countries with gross national income per capita above \$6,660, premised on a country programme of at least \$12 million during 2014-2017, will consist of full funding of the United Nations Resident Coordinator/UNDP Resident Representative, including minimal office capacities to carry out key leadership and coordination functions, as well as 25 per

cent of requisite critical cross-cutting capacities as referred to in paragraph 16, table 3 of document DP/2013/45;

5. *Decides* to retain the current policy for full funding of the United Nations Resident Coordinator/UNDP Resident Representative position and appropriate office capacities for the resident coordinator in net contributor countries, premised on a country programme of at least \$12 million during 2014-2017;

6. *Reaffirms* the necessity for all programme countries to meet their obligations with respect to government local office costs (GLOC); and in this regard requests UNDP, in relation to paragraph 19 of document DP/2013/45, to propose in close consultation with the affected programme countries, mechanisms to resolve issues of outstanding GLOC debts, taking into consideration: (i) the negotiation of a GLOC debt repayment schedule; (ii) the adoption of a reasonable time frame before reviewing the funding of physical presence, and report on the status of all outstanding GLOC debts to the Executive Board at its second regular session.

13 September 2013

### 2013/31

#### UNFPA strategic plan, 2014-2017

##### *The Executive Board*

1. *Notes with appreciation* the consultative process undertaken by UNFPA in developing the strategic plan, 2014-2017 (DP/FPA/2013/12);

2. *Endorses* the strategic plan, 2014-2017, as contained in document DP/FPA/2013/12 and its accompanying documents, subject to the provisions of the present decision;

3. *Welcomes* the progress in linking resources to results;

4. *Takes note with appreciation* of the efforts by UNFPA to align its strategic plan, 2014-2017, with the mandates of the General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities of the United Nations development system;

5. *Requests* UNFPA to implement the strategic plan, taking into account the guidance provided by General Assembly resolution 67/226 and to continue to contribute to strengthening the accountability, effectiveness and coherence of the United Nations development system;

6. *Notes with appreciation* the inclusion of specific indicators for monitoring and reporting on the implementation of the quadrennial comprehensive policy review as part of a common approach of the funds and programmes;

7. In regards to paragraph 82 of the strategic plan and relevant paragraphs in the annexes, *decides* to adopt a differentiated approach to the floor of UNFPA contributions from regular resources to programme countries, as follows:

(a) for countries classified as low and lower-middle income, the floor is set at \$500,000;

(b) for countries classified as upper-middle or high income, the floor is set at \$300,000;

8. *Requests* UNFPA to replace the mechanism in paragraph 83 of the strategic plan and relevant paragraphs in the annexes, by UNFPA matching any optional contribution provided by countries classified as upper-middle or high income to their own programme

activities on a one-to-one basis up to an amount of \$100,000 (which shall be in addition to the \$300,000 floor);

9. *Encourages* countries classified as upper-middle and high income to inform UNFPA of their optional contributions to the country programme by September of the preceding year to facilitate the matching of funds;

10. *Acknowledges* the important contributions that many programme countries make in support of their own country programmes and through South-South and triangular cooperation and *recognizes* the importance of mobilizing additional resources from all sources;

11. *Acknowledges* that specific allocations for programme activities at the country level are determined in country programme documents approved by the Executive Board;

12. *Endorses* the proposed approach for resource allocation as outlined in document DP/FPA/2013/12, including the procedure for categorizing countries and the relative share of resources presented in the following table:

	Share, 2014-2015	Share, 2016-2017
<b>Red</b>	50-52%	59-63%
<b>Orange</b>	21-23%	20-22%
<b>Yellow</b>	10-12%	6-8%
<b>Pink</b>	15-17%	9-13%

13. *Acknowledges* that the distribution of resources to individual countries be made in a fair, transparent and flexible manner with due account to their needs and in line with the UNFPA mandate and *requests* UNFPA to report to the Executive Board on the actual distribution of resources as part of regular annual reporting;

14. *Recommends* that the model of differentiated engagement by setting as described in table 1 (“modes of engagement by setting”) of the strategic plan and in its annex 3 be implemented in a flexible manner, with due account to programme countries' needs and in line with the UNFPA mandate;

15. *Requests* UNFPA to review the categorization of countries in light of updates in data as a part of the midterm review and to reassess the classification of a particular country in the event that it informs UNFPA of a potential error;

16. *Recognizes* the role of global and regional interventions in the achievement of the outcomes of the strategic plan and *notes* the approach for financing global and regional interventions as detailed in annex 4 to the strategic plan and DP/FPA/2013/CRP.1;

17. *Authorizes* \$275 million of the projected regular resources, as a ceiling for global and regional interventions in the 2014-2017 period, which cannot be exceeded without the approval of the Executive Board;

18. *Requests* UNFPA to submit to the Executive Board for discussion at the first regular session of 2014 and for approval at the annual session of 2014 a strategic framework for global and regional interventions for the period 2014-2017, which is based on the organization-wide integrated results framework and includes projected resources per outcome disaggregated at global and regional levels;

19. *Requests* UNFPA to report on the implementation of and funds spent on global and regional interventions against the strategic framework in an annex to the annual reports of the Executive Director;



20. *Requests* UNFPA to finalize a unified funding architecture by the end of 2017 as outlined in the strategic plan and in DP/FPA/2013/CRP.1, and *encourages* UNFPA to consult with other funds and programmes in doing so;

21. *Requests* the Executive Director to present a midterm review of the UNFPA strategic plan, 2014-2017 to the Executive Board at its annual session of 2016; and, in this regard, take into consideration the results of the discussions of the discussions of the United Nations post-2015 development agenda as well as the review of the International Conference on Population and Development.

12 September 2013

## 2013/32

### UNFPA integrated budget estimates, 2014-2017

#### *The Executive Board*

1. *Welcomes* the UNFPA integrated budget, 2014-2017, in response to decision 2009/26 to present a single, integrated budget that includes all budgetary categories to complement the strategic plan, 2014-2017;
2. *Welcomes* the improved results focus and enhanced linkages with the strategic plan results and harmonized methodology and presentation, including cost classification, attribution and recovery;
3. *Takes note* of the results and resource requirements in the UNFPA integrated budget estimates, 2014-2017, including linkages of results and resources, as contained in document DP/FPA/2013/14;
4. *Takes note* of the decision on the UNFPA strategic plan, 2014-2017, adopted at its second regular session 2013 and the budget-relevant provisions therein;
5. *Approves* the presentation of activities and associated costs reflected in document DP/FPA/2013/14;
6. *Approves* gross resources in the amount of \$664.1 million representing 2014-2017 estimates for the institutional budget and *notes* that these estimates include an amount of \$166.7 million for cost recovery from other resources;
7. *Approves* an annual allocation of \$5 million of regular resources for the emergency fund;
8. *Resolves* that the appropriated amounts should be used to achieve the results of the strategic plan that are linked to these resources;
9. *Endorses* the proposal of the Executive Director, similar to that of decision 2008/6 and decision 2012/3, to grant him exceptional authority during 2014-2017 to access up to an additional \$5.8 million in regular resources for security measures, and *decides* that UNFPA will limit the use of those funds to new and emerging security mandates, as defined by the directives of the United Nations Department of Safety and Security, and will report to the Executive Board on the use of those funds in its annual review of the financial situation;
10. *Notes* the separate budget line and increased allocation for the Evaluation Office, in line with the new evaluation policy approved by the Executive Board in its decision 2013/21;
11. Further *notes* the separate budget line and the increased allocation to the Division for Oversight Services, in line with decision 2013/24;

12. *Notes with concern* the projected level of regular resources and *urges* donor countries and other countries in a position to do so, to increase their regular resources contributions to UNFPA, and *requests* UNFPA to submit proposals on measures to be taken to increase regular resources in its report on funding commitments;

13. *Requests* the Executive Director to:

(a) *provide* actual financial information in the format of the integrated resource plan and to assess performance against the integrated budget in the annual reporting to the Executive Board;

(b) *submit* to the Executive Board annually at its second regular session an updated integrated resource plan, following review of the financial projections;

(c) *submit* to the Executive Board, in conjunction with the midterm review of the integrated budget, information on the actual implementation of the revised cost-recovery methodology, together with any related recommendations, at the annual session of 2016, as requested by the Executive Board in its decision 2013/9, and also to include in the midterm review an assessment of ways to enhance results-based budgeting;

(d) *take into account* the recommendations provided in the Report of the Advisory Committee on Administrative and Budgetary Questions with regard to the implementation of the integrated budget, 2014-2017, and in the preparation of the midterm review.

*12 September 2013*

### **2013/33**

#### **UNOPS budget estimates for the biennium 2014-2015**

##### *The Executive Board*

1. *Approves* the net revenue target;
2. *Endorses* the two-year aspiration of UNOPS with respect to its management results and the targeting of resources to pursue operational excellence;
3. *Approves* the change of the minimum requirement for the operational reserve of UNOPS to be set at four months of the average of the previous three years' expense under its management budget.

*12 September 2013*

### **2013/34**

#### **UNDP and UNFPA draft country programme documents for Kenya**

##### *The Executive Board*

1. *Recalls* its decisions 2001/11 and 2006/36 on the country programme approval process;
2. *Notes* the request by Kenya to present, on an exceptional basis, the UNDP and UNFPA draft country programme documents to the first regular session 2014;
3. *Decides* to review, on an exceptional basis, the UNDP and UNFPA draft country programme documents for Kenya at the first regular session 2014;
4. *Also decides* that the revised UNDP and UNFPA country programme documents will be posted on the websites of the organizations no later than six weeks after the discussion, and that the country programme documents will be approved by the Executive Board on a no-objection basis, without presentation or discussion, at its annual session 2014, unless at

least five members have informed the Secretariat in writing before the session of their wish to bring the country programme documents before the Executive Board.

*12 September 2013*

## **2013/35**

### **Reports on procurement**

#### *The Executive Board*

1. *Takes note* of the 2012 Annual Statistical Report on United Nations Procurement and the procurement activities of the United Nations system 2012;
2. *Welcomes* the increase in participation from United Nations entities in providing the information necessary to compile the Annual Statistical Report on United Nations Procurement;
3. *Appreciates* the transparency under which the report is made available to the public by UNOPS through the International Aid Transparency Initiative (IATI) 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. *Recalls* its decision 2012/25 and in this regard also takes note of the report on UNDP, UNFPA and UNOPS joint procurement activities;
6. *Acknowledges* that progress has been made on joint procurement initiatives;
7. *Encourages* UNDP, UNFPA and UNOPS, and invites other United Nations entities to continue and intensify their collaborative efforts for joint procurement and address the barriers to greater procurement cooperation to achieve savings and value;
8. *Invites* UNDP, UNFPA, UNOPS and other United Nations entities to start closer collaboration on procurement planning and forecasting to enable aggregating demand to better influence markets, achieve economies of scale and drive better value;
9. *Recognizes* the need for better reporting on joint procurement, and in this regard requests future Annual Statistical Reports on United Nations Procurement to include details of joint procurement such as items, volumes and values.

*12 September 2013*

## **2013/36**

### **Overview of decisions adopted by the Executive Board at its second regular session 2013**

#### *The Executive Board*

*Recalls* that during its second regular session 2013, it:

#### **Item 1**

##### **Organizational matters**

Approved the agenda and workplan for its second regular session 2013 (DP/2013/L.3) and its corrigendum (DP/2013/L.3/Corr.1);

Approved the report of the annual session 2013 (DP/2013/38);

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

First regular session 2014: 27 to 31 January 2014  
Annual session 2014: 23 June to 4 July 2014 (Geneva)  
Second regular session 2014: 2 to 5 September 2014

Approved the draft annual workplan of the Executive Board for 2014 (DP/2013/CRP.2) and adopted the tentative workplan for the first regular session 2014.

## **UNDP segment**

### **Item 2**

#### **UNDP strategic plan, 2014-2017**

Adopted decision 2013/27 on the UNDP strategic plan, 2014-2017, as presented in document DP/2013/40.

### **Item 3**

#### **UNDP financial, budgetary and administrative matters**

Adopted decision 2013/28 on the UNDP integrated budget, 2014-2017, as presented in document DP/2013/41;

Adopted decision 2013/29 on the annual review of the financial situation, 2012, as presented in documents DP/2013/43 and DP/2013/43/Add.1;

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the UNDP integrated budget, 2014-2017 (DP/2013/42).

### **Item 4**

#### **Country programmes and related matters**

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

**Africa:** Benin, Burundi, Republic of the Congo, Niger, Nigeria, Togo

**Asia and the Pacific:** Bhutan (common country programme)

**Latin America and the Caribbean:** Cuba

Adopted decision 2013/34 on the UNDP and UNFPA draft country programme documents for Kenya;

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

Took note of the first one-year extension of the country programme for Timor-Leste;

Commented on the draft country programme documents for Namibia and Mexico.

### **Item 5**

#### **Evaluation**

Took note of the oral presentation on proposed topics for the thematic evaluations of the programme of work of the UNDP Evaluation Office in line with decision 2013/15.

**Item 6**  
**Programming arrangements**

Adopted decision 2013/30 on the funding of differentiated physical presence as presented in document DP/2013/45.

**UNFPA segment**

**Item 7**  
**UNFPA strategic plan, 2014-2017**

Adopted decision 2013/31 on the report of the Executive Director: The UNFPA strategic plan, 2014-2017 (DP/FPA/2013/12);

**Item 8**  
**Financial, budgetary and administrative matters**

Adopted decision 2013/32 on the UNFPA integrated budget estimates, 2014-2017 (DP/FPA/2013/14);

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNFPA integrated budget estimates, 2014-2017 (DP/FPA/2013/15).

**Item 12**  
**Country programmes and related matters (UNFPA)**

Approved the following final country programme documents:

**Africa:** Benin, Niger, Nigeria, Republic of the Congo, Togo

**Asia and the Pacific:** Bhutan (common country programme)

**Latin America and the Caribbean:** Cuba

Adopted decision 2013/34 on the UNDP and UNFPA draft country programme documents for Kenya;

Took note of the first one-year programme extension for the State of Palestine (DP/FPA/2013/17);

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

**Africa**

Draft country programme document for Namibia (DP/FPA/DCP/NAM/5)

**Latin America and the Caribbean**

Draft country programme document for Mexico (DP/FPA/DCP/MEX/6).

**UNOPS segment**

**Item 9**  
**UNOPS budget estimates for the biennium 2014-2015**

Adopted decision 2013/33 on the UNOPS budget estimates for the biennium 2014-2015 in line with DP/OPS/2013/6.

**Joint segment**

**Item 10**

**Financial, budgetary and administrative matters**

Adopted decision 2013/35 on the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2013/1).

**Item 11**

**Follow-up to UNAIDS Programme Coordinating Board meeting**

Took note of the report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (DP/2013/46-DP/FPA/2013/16).

**Item 13**

**Other matters**

Took note of the address of the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council and the respective management comments of the three organizations (UNDP, UNFPA and UNOPS).

Held the following informal briefings and consultations:

**UNDP**

Informal consultation on the progress preparation process for the next gender equality strategy, 2014-2017.

**UNFPA**

Informal consultation on the UNFPA transitional biennial budgeted evaluation plan, 2014-2015.

**UNOPS**

Informal consultation on UNOPS biennial budget estimates for 2014-2015.

*13 September 2013*

**TENTATIVE WORKPLAN  
EXECUTIVE BOARD OF UNDP, UNFPA and UNOPS  
FIRST REGULAR SESSION 2014  
(27 – 31 January 2014, New York)**

<i>Day/Date</i>	<i>Time</i>	<i>Item</i>	<i>Subject</i>
<b>Wednesday, 8 January</b>	11 a.m. – 12 p.m.		Election of the Bureau of the Executive Board for 2014
<b>Monday, 27 January</b>	10 a.m.- 1 p.m.	1	ORGANIZATIONAL MATTERS <ul style="list-style-type: none"> <li>• Adoption of the agenda and workplan for the session</li> <li>• Adoption of the report of the second regular session 2013</li> <li>• Adoption of the annual workplan 2014 of the Executive Board</li> </ul> <p style="text-align: center;"><b>UNDP SEGMENT</b></p> <p style="text-align: center;">STATEMENT BY THE ADMINISTRATOR</p>
		2	GENDER IN UNDP <ul style="list-style-type: none"> <li>• Report of the Administrator on the implementation of the UNDP gender equality strategy in 2013 (decision 2013/1)</li> <li>• UNDP gender equality strategy, 2014-2017 (decision 2013/1)</li> </ul>
		3	COUNTRY PROGRAMMES AND RELATED MATTERS <ul style="list-style-type: none"> <li>• Draft global country programme document</li> <li>• Draft regional programme documents</li> <li>• Draft country programme document for Kenya (decision 2013/34)</li> <li>• Approval of country programme documents</li> </ul>
	3 – 5 p.m.	3	COUNTRY PROGRAMMES AND RELATED MATTERS (cont'd)
	5 to 6 p.m.		<i>Informal consultations on draft decisions</i>
<b>Tuesday, 28 January</b>	10 a.m.- 1 p.m.	6	<b>UNFPA SEGMENT</b> STATEMENT BY THE EXECUTIVE DIRECTOR  EVALUATION <ul style="list-style-type: none"> <li>• Biennial budgeted evaluation plan</li> </ul>
		7	COUNTRY PROGRAMMES AND RELATED MATTERS <ul style="list-style-type: none"> <li>• Draft country programme document for Kenya (decision 2013/34)</li> <li>• Approval of country programme documents</li> </ul>
	3 – 4 p.m.	7	COUNTRY PROGRAMMES AND RELATED MATTERS (cont'd)
	4 - 5 p.m.	8	<b>JOINT SEGMENT</b> RECOMMENDATIONS OF THE BOARD OF AUDITORS <ul style="list-style-type: none"> <li>• Reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2012</li> </ul>
		5 to 6 p.m.	
<b>Wednesday, 29 January</b>	10 – 11 a.m.		<b>UNOPS SEGMENT</b> STATEMENT BY THE EXECUTIVE DIRECTOR
	11 a.m. – 12 p.m.	5	<b>UNDP SEGMENT (cont'd)</b>  EVALUATION <ul style="list-style-type: none"> <li>• Medium-term programme of work of the Evaluation Office</li> </ul>
	12 – 1 p.m.		<i>Informal consultations on draft decisions</i>

<i>Day/Date</i>	<i>Time</i>	<i>Item</i>	<i>Subject</i>
	3-5 p.m.	4	SOUTH-SOUTH COOPERATION <ul style="list-style-type: none"> <li>• Draft fifth cooperation framework for South-South cooperation</li> </ul>
	5 - 6 p.m.		<i>Informal consultations on draft decisions</i>
<b>Thursday, 30 January</b>	10 a.m.- 12 p.m.	9	OTHER MATTERS <ul style="list-style-type: none"> <li>• Adoption of pending decisions</li> </ul>
		1	ORGANIZATIONAL MATTERS <ul style="list-style-type: none"> <li>• Adoption of the tentative workplan for the annual session 2014</li> </ul>
<b>Friday, 31 January</b>			
<b>Monday, 3 February</b>	10 a.m. to 1 p.m. 3 to 6 p.m.		JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP, UNFPA and UNOPS, UNICEF, UN-WOMEN AND WFP