



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

Distr.: General  
30 October 2013

Original: English

**First regular session 2014**

27 to 31 January 2014, New York

Item 1 of the provisional agenda

**Organizational matters**

**Report of the second regular session 2013  
(9 to 13 September 2013, New York)**

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## I. Organizational matters

1. The second regular session 2013 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters, New York, from 9 to 13 September 2013.
2. The Executive Board approved the agenda and workplan for its second regular session 2013 (DP/2013/L.3) and its corrigendum (DP/2013/L.3/corr.1), and approved the report of the annual session 2013 (DP/2013/38). The Board reviewed the annual workplan for 2014 (DP/2013/CRP.2) and approved the tentative workplan for the first regular session 2014.
3. Decisions adopted by the Executive Board in 2013 appear in document DP/2014/2, available on the [Executive Board website](#).
4. The Executive Board agreed in decision 2013/36 to the following schedule for future sessions of the Executive Board in 2014:

First regular session:	27 to 31 January
Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP:	3 February
Annual session:	23 June to 4 July (Geneva)
Second regular session:	2 to 5 September

### UNDP segment

## II. UNDP strategic plan, 2014-2017

### *Statement by the Administrator*

5. In her opening remarks to the Executive Board (available on the Executive Board website), the Administrator underscored that the session was an important milestone for UNDP. Since September 2012, UNDP had been actively engaged with Member States in developing and refining its new UNDP strategic plan, 2014-2017 (DP/2013/40 and annexes) and the UNDP integrated budget, 2014-2017 (DP/2013/41 and annexes). She looked forward to Board approval of the UNDP strategic plan, 2014-2017, and the UNDP integrated budget, 2014-2017, adding that once endorsed UNDP had to set about the task of implementation, beginning on 1 January 2014.
6. The Administrator stressed that the endorsed strategic plan would allow UNDP to focus on major priority areas of its work – supporting acceleration of the Millennium Development Goals (MDGs), influencing progress on the post-2015 development agenda and forging the parameters of future sustainable development goals. She emphasized the commitment of UNDP to transparency and accountability, and underlined the importance of the United Nations Development Group (UNDG) working together to achieve results.
7. In presenting the UNDP strategic plan, 2014-2017, UNDP honed in on the characteristics that would guide its work over the following four years. The plan brought into relief the organization's determination to be more focused, results-driven, effective and efficient, while reflecting the guidance of the quadrennial comprehensive policy review and other outcome documents, such as that of the United Nations Conference on Sustainable Development, held in Brazil in 2012 (Rio+20). She reiterated that the overarching strategic goal of UNDP was to

work towards poverty eradication in ways that simultaneously reduced inequality and exclusion, while respecting the environment.

8. She made clear that the work of UNDP would differ between countries in response to nationally determined demand and needs. And because poverty's causes were complex and interrelated, requiring a multitude of approaches and actors, UNDP would focus on its comparative advantages, and work with its partners in areas where it did not, through for example South-South and triangular cooperation.

9. In closing, the Administrator stressed that UNDP leadership on United Nations reform was more pertinent than ever. UNDP was committed to this role and to working through the UNGD, building on the progress of critical reforms already made, including the adoption of standard operating procedures for Delivering-as-One, business operations reform, better functioning of the resident coordinator system, and the new funding modality for system-wide cost-sharing of the resident coordinator system.

10. Board members were very positive about the work UNDP and the progress it had made in 2013. They pointed to the importance of UNDP leadership and work in accelerating the MDGs, guiding and influencing international discussions on the post-2015 development agenda, and promoting the concept of sustainable development goals. They stressed that the process, however, should not stray attention away from MDG achievement, for which much remained to be done by 2015 and which remained at the crux of the quadrennial review mandate.

11. They were especially pleased with the consultation process UNDP had followed in developing the UNDP strategic plan, 2014-2017, and the UNDP integrated budget, 2014-2017. They commended UNDP for focusing on results-based management, developing theories of change for each outcome and producing an elaborated integrated results and resources framework, which had been greatly improved from previous versions. They were also pleased that UNDP had planned and designed its interventions based on its comparative advantages and a limited number of clearly defined outcome areas. They felt however that some outcome areas remained broad, especially area 1, and cautioned UNDP not to stray from its core competencies, and to collaborate with other United Nations system organizations.

12. Delegations urged UNDP to work exclusively within its outcomes areas and mandate, in accordance with its comparative advantages, collaborating with partners when necessary to avoid redundancies and inefficiencies. That approach would help UNDP to carry out its leadership and coordination mandate, and achieve greater effectiveness at all levels. They appreciated the organization's issues- (rather than practice-) based approach to development, which would make it a better knowledge manager. While country-level focus was welcomed, there was also a call for UNDP to use the strategic plan to sharpen its thematic focus in services it offered at the global level.

13. Board members stressed that the UNDP strategic plan, 2014-2017, had to be fully aligned with the quadrennial review, in particular with the mandate it gave to prioritize poverty eradication. On that point, the Board emphasized that the vision statement of the strategic plan had to clearly link all UNDP areas of work to the overarching objectives of poverty reduction and inclusive growth. Stressing the multidimensional causes of poverty, especially in fragile states, delegations appreciated the attention UNDP had given to democratic governance, rule of law, gender equality, building resilience, disaster risk reduction, early recovery and transition. They urged UNDP to ensure that preparedness planning and early recovery were fully integrated into the United Nations system's humanitarian response processes.

14. A number of delegations, in particular programme countries, raised concerns that the central engagement principle of UNDP, based on the concept of sustainable human development, combined two ideas – ‘human development’ and ‘sustainability’ – that together could run counter to programme countries’ development priorities. They stressed that UNDP only adopt concepts endorsed by the international community, and recommended that the engagement principles prioritize nationally identified and differentiated development needs and approaches.

15. Likewise, many Board members, especially from middle-income countries, highlighted their strong support for UNDP universal physical presence, considered one of its most important comparative advantages. South-South and triangular cooperation also received strong support from all Board members, who were pleased with the UNDP move to scale up its work in that area in the strategic plan, 2014-2017. They were particularly keen to benefit from information exchanges, lessons learned and capacity building initiatives focused on helping developing countries implement South-South projects. Some Member States expressed their wish to see the United Nations Office for South-South Cooperation strengthened.

16. Board members looked forward to the continued engagement of UNDP in refining the integrated results and resources framework to the strategic plan, specifically to strengthen indicators, baselines and targets. They wished to see better qualitative indicators, including in crosscutting areas such as gender inequality, which they noted should be tracked in mainstreaming terms rather than through specific targets.

17. Board members also called for greater disaggregation of data to better capture inequalities, promote opportunities and more fully mainstream gender. They encouraged UNDP to incorporate sex disaggregated data indicators, baselines and targets where relevant. Stressing the importance of reporting progress, they cautioned against using parallel data collection systems, and recommended that UNDP investigate bottlenecks in data collection at the country level, while giving country offices the opportunity to tell their story when reporting results. They stressed the importance of strong, independent audit and evaluation mechanisms for accountability and feedback, and requested information on how UNDP planned to enhance the Evaluation Office in future and ensure its independence. Board members expressed concern that the results framework, as it stood, would not facilitate attribution of results to UNDP.

18. In response, the Administrator thanked delegations for their positive appraisal of the UNDP strategic plan, 2014-2017, and integrated budget, 2014-2017. She welcomed Board members’ continued vision of UNDP as the linchpin of the United Nations development system, as well as its central role in accelerating the MDGs and influencing the post-2015 development agenda. She also noted the strong emphasis the Board placed on the UNDP overarching mandate to work on poverty eradication and inclusive growth.

19. She assured Board members that the more focused strategic plan, 2014-2017, with a reduced number of outcomes, would facilitate UNDP efforts to respond to programme country needs in line with national ownership and according to UNDP comparative advantages. She took note of Board members’ call for UNDP to play its full role in crisis and post-crisis countries. In all its activities, UNDP would work within its mandated outcomes areas and in close partnership with stakeholders at all levels, both within and outside the United Nations system, and through South-South and triangular cooperation initiatives. She stressed that the enhanced results and resources framework would allow for better planning and reporting.

20. The Executive Board adopted decision 2013/27 on the UNDP strategic plan, 2014-2017.

### III. Financial, budgetary and administrative matters

#### *UNDP integrated budget, 2014-2017*

21. In her opening statement, the Administrator also covered topics that fell under item 3 on financial, budgetary and administrative matters: the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on the UNDP integrated budget, 2014-2017 (DP/2013/42), annual review of the financial situation (DP/2013/43 and corr.1) and detailed information relating to the annual review of the financial situation 2012 (DP/2013/43/Add.1).

22. She briefed the Board on the new UNDP integrated budget, 2014-2017, presented in a harmonized format with the budgets of UNFPA, the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). She highlighted that the integrated budget's four-year alignment with the strategic plan, 2014-2017, recognized the links between development and institutional results at the country, regional and global levels, and the associated resource requirements.

23. On resources, the Administrator noted that UNDP proposals had incorporated an annualized programming resource base that would increase from \$540 million per year in 2014-2015 to \$600 million per year in 2016-2017, owing to an expected rise in income and a significant lowering of the budget's institutional component, due in part to the new cost recovery policy. As a result, UNDP would be able to allocate a greater share of regular resources to achieve development results. In addition to shielding the TRAC (target for resource assignment from the core)-1 programme line and support to the resident coordinator system, as already endorsed by the Board, UNDP proposed also shielding TRAC-3, Human Development Report Office and the United Nations Office for South-South Cooperation, from any reduction in the core programme resource base below the \$540 million level. UNDP also proposed a new programme line for the United Nations Capital Development Fund (UNCDF).

24. In addition, the Administrator pointed to the continuing decrease in core resources for 2013. On transparency and accountability, she highlighted the organization's unqualified audit opinion for its first ever International Public Sector Accounting Standards (IPSAS)-compliant financial statements in 2012, its new role as host of the International Aid Transparency Initiative and the launching of its website *open.undp.org*, where UNDP publically disclosed financial flows, projects and internal audit reports.

25. The Board welcomed the increased coherence between the organization's strategic planning and budgeting documents and its linking of results to resources, noting that UNDP had made major progress. They appreciated the effort by UNDP to safeguard its resource allocations for development activities while proposing tough spending cuts on management costs. Welcoming the decreased share of management activities in the overall budget, they encouraged UNDP to continue to foster efficiency while fulfilling its mandate.

26. Board members reiterated their concern with the continuing core/non-core imbalance, and urged all countries to abide by financial commitments and encouraged those in a position to do so to make additional contributions to regular (core) resources. They noted that a weak core resource base might jeopardize the ability of UNDP to fulfil its mandate. They noted that unpredictable resources and a large majority of earmarked funds might make it difficult to achieve the goals set out in the strategic plan. They looked forward to continuing dialogue in 2014 in order to work toward predictable, sustainable funding. They also stressed the importance of the financial health of UNCDF, a key player in assisting least developed countries.

27. A number of delegations welcomed the increased contribution of non-core resources to the institutional budget, following Board decision 2013/9 on harmonized cost-recovery methodology and rate. They looked forward to the review of the actual implementation of the revised cost recovery methodology, together with any related recommendations, at the annual session 2016, as requested in decision 2013/9.

28. On the issue of countries' commitments to government local office costs (GLOC), a few delegations advised UNDP to take a more firm position if shortfalls continued.

29. Noting that resources allocated to development outcomes were indicative only, delegations advised UNDP to continue to align resources with the outcomes of the strategic plan, 2014-2017. Given the uncertainty engendered by the current financial crisis, they recommended that UNDP await the mid-term review to adjust estimates and funding amounts in the integrated budget, 2014-2017. While encouraged by specific budget lines for gender equality, some members expressed concern that the proposed allocated amounts for gender in outcome 4 might fall short of what was required to achieve targeted goals and satisfy quadrennial review requirements. They expected UNDP to closely track gender resources allocated to other outcome areas.

30. Delegations also felt that the integrated budget, 2014-2017, could have provided greater clarity on the allocation of resources to different budget lines, for example to programme-related components. However, they welcomed the additional information provided by UNDP in the addendum to annex 1. They stressed the need to maintain adequate resource levels for the Office of Audit and Investigation, Ethics Office and Evaluation Office, and looked forward to further discussions with UNDP on the structural review.

31. In response, the Administrator emphasized that UNDP was eager to respond to Board requests fully and in a timely manner, and therefore suggested that Board requests for information be detailed and precise. She added that for the mid-term review to be useful in improving results-based management, UNDP would conduct the review of the strategic plan, 2014-2017, in full consultation with the Board.

32. In closing, the Administrator highlighted that funding remained a vital issue, especially the core budget. In light of the strategic plan, 2014-2017, structural changes to UNDP were necessary to ensure that the organization functioned within its mandate and according to its available resources. Following Board approval of the strategic plan, 2014-2017, the Administrator and UNDP looked forward to engaging closely with the Board in designing a funding plan for the future.

33. The Executive Board adopted decision 2013/28 endorsing the UNDP integrated budget, 2014-2017, and decision 2013/29 on the annual review of the financial situation, 2012. The Board took note of the ACABQ report on the UNDP integrated budget, 2014-2017 (DP/2013/42).

#### **IV. Country programmes and related matters**

34. The Associate Administrator, UNDP, provided an overview of the following two draft country programmes: Namibia (DP/DCP/NAM/2) from the Africa region; and Mexico (DP/DCP/MEX/2) from the Latin America and the Caribbean region. She also provided an overview of the first one-year extension of the country programme for Timor-Leste from the Asia and Pacific region, and the exceptional third-year extension of the country programme for the Syrian Arab Republic (DP/2013/44). The UNDP regional directors for Africa; Arab States; Asia and the Pacific; and Latin America and the Caribbean elaborated on the programmes from their respective regions.

35. Delegations thanked UNDP for its ongoing cooperation, commitment and support to their respective countries. They commended the organization for the scope and ambition of the country programmes, noting that they had been developed in close consultation with the government and other development partners and were aligned with national priorities and plans. Specific comments made by a number of delegations on some of the draft country programme documents would be conveyed to the concerned countries.

36. The Executive Board commented on the two draft country programme documents for Namibia and Mexico; took note of the first one-year extension of the country programme for Timor-Leste; and approved the exceptional third-year extension of the country programme for the Syrian Arab Republic. The Board adopted decision 2013/34 in which it decided to review and approve, on an exceptional basis, the UNDP and UNFPA draft country programmes for Kenya at the first regular session 2014 of the Executive Board.

37. In accordance with decisions 2001/11 and 2006/36, the Executive Board approved on a no-objection basis, without presentation or discussion, the following eight country programmes, which were discussed at the annual session 2013: Benin, Burundi, Niger, Nigeria, Republic of the Congo, Togo, Bhutan (common country programme) and Cuba.

## V. Evaluation

38. The Director, Evaluation Office, UNDP, provided an oral presentation on the proposed topics for the two thematic evaluations, which were included in the programme of work of the Evaluation Office 2013, as contained in the annual report on evaluation 2102 (DP/2013/16), and begin in 2013 and terminate in 2014.

39. Several delegations thanked the Director for his presentation and close engagement with the Board. They agreed with the proposal by the Evaluation Office to conduct two evaluations on: the role of UNDP in supporting national achievement of the Millennium Development Goals (MDGs), and the overall contribution of the annual UNDP *Human Development Report*. Both were reasonably straightforward compared to other possible choices. Focusing on the MDGs was a wise choice given their high strategic importance, and would provide invaluable lessons learned for the post-2015 global development agenda. Delegations reiterated that accelerating MDG achievement to 2015 had to remain at the forefront of the UNDP strategic plan, 2014-2017. An evaluation of the human development reports, already noted for their intellectual acuity and use as a key accountability tool, would enable the Board to gauge the impact of public policy and the extent to which the reports have contributed to the knowledge pool and priorities and practices of development communities. The evaluation would guide UNDP in refining its intellectual contribution to development. Pointing to its proposal to include UNDP support to disability-inclusive development in the new UNDP strategic plan, 2014-2017, in line with the quadrennial review, the Board encouraged the Evaluation Office to follow through with its own proposal to include support to disability-inclusive development as a third topic for evaluation.

40. Board members looked forward to the medium-term programme of work of the Evaluation Office, scheduled to be presented at the first regular session 2014, and commended the office for following the principle of external validation. They emphasized that audit and evaluation were of fundamental importance and key for the Board to exercise its oversight functions; UNDP should therefore make every effort to ensure its audit and evaluation units remained strong, independent, and supplied with adequate resources. The mid-term review of the integrated budget, 2014-2017, should likewise consider whether UNDP resource allocation for evaluation was sufficient, in particular in comparison with international standards, such as those elaborated by the United Nations Evaluation Group.

41. In response, the Director, Evaluation Office, UNDP, thanked delegations for their comments and noted with regard to conducting an evaluation of UNDP support to disability-inclusive development that the Evaluation Office was pacing it to cohere with the UNDP strategic plan, 2014-2017.

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

## **VI. Programming arrangements**

43. The Associate Administrator, UNDP, presented the report on the funding of differentiated physical presence (DP/2013/45).

44. Several delegations together expressed their appreciation to UNDP for focusing on the issue of funding of differentiated physical presence. The decreasing levels of funding, especially regular core resources, was forcing organizations such as UNDP to optimize the resources at their disposal. They noted that because countries had different needs, and different expectations of UNDP based on those needs, UNDP could not pursue a one-size-fits-all approach to funding its physical presence. With that in mind, and in light of decision 2013/4, several Board members expressed support for the proposal on funding of UNDP differentiated physical presence as presented in document DP/2013/45, including the proposal to fund the post of resident coordinator and UNDP resident representative, provided country programme expenditures were above \$12 million for 2014-2017.

45. Another group of countries, while agreeing that each country had its own challenges and priorities, stressed the principle of UNDP universal presence in responding to developing countries' needs. With regard to the proposed criteria on the maintenance of UNDP presence in middle income countries, in particular those with four-year average gross national income (GNI) per capita above \$6,660, they raised concern that conditioning UNDP support on a country's fulfilment (or not) of its legal and financial obligations put middle income countries at a disadvantage because those countries were already behind in their respective government local office costs (GLOC) obligations. Delegations were concerned that in pursuing that approach UNDP risked closing its country offices in some middle-income countries. While concurring that UNDP should prioritize its core resources for programme countries most in need, they encouraged UNDP to allow GLOC-indebted programme countries to renegotiate debts by jointly preparing with UNDP cost contingency plans with reasonable timeframes for fulfilment.

46. In response, the Associate Administrator, UNDP, thanked delegations and reassured them that UNDP arrangements for funding its physical presence in middle-income countries with four-year average GNI per capita below the \$6,660 threshold, as well as low income countries, would continue without change. She noted on the issue of predictability, and the uncertainty that the proposal might engender for middle-income countries above the GNI per capita threshold, that UNDP had proposed a two-year transition period. She assured the Board that UNDP would make every effort to ensure it reached a solution for each country on the issue of UNDP universal presence and GLOC payments and debt negotiations.

47. The Executive Board adopted decision 2013/30 on the funding of differentiated physical presence.

## UNFPA segment

### VII. Statement by the Executive Director and UNFPA strategic plan, 2014-2017

48. In his statement to the Executive Board (available on the UNFPA Executive Board website), the Executive Director, UNFPA, underlined the critical importance of the two main topics of his presentation – the UNFPA strategic plan, 2014-2017, contained in the report of the Executive Director: the UNFPA strategic plan, 2014-2017 (DP/FPA/2013/12 and annexes) and the UNFPA integrated budget, 2014-2017, contained in the UNFPA integrated budget estimates, 2014-2017 (DP/FPA/2013/14 and annex). Those two instruments would guide the work of the organization over the following four years, and help UNFPA to better deliver on its mandate.

49. The Executive Director stressed the importance of the moment not only for UNFPA but also for the international community. Countries were taking stock of achievements to date and what remained to be done to deliver on commitments made at the International Conference on Population and Development (ICPD) in Cairo in 1994. Similarly, the international community was deeply engaged in assessing achievements against the Millennium Development Goals (MDGs) in the final stretch towards the 2015 deadline, and determining what needed to be done while identifying new, emerging challenges, that would ultimately inform the post-2015 global development agenda and the formulation of future sustainable development goals.

50. Specifically on the ICPD agenda, he noted that 2014 would be a significant year, in light of the ICPD beyond 2014 review, which presented a unique opportunity to link the ICPD beyond 2014 agenda with post-2015 development agenda. Discussions on the post-2015 development agenda, he affirmed, recognized all ICPD issues as critical. UNFPA was actively engaged in the ICPD review process through regional review conferences, which demonstrated strong, renewed global commitment to the ICPD agenda.

51. Likewise, UNFPA was taking stock of its own work. Focusing on improving its delivery of results, the Fund was retooling to meet the needs of a changing world. In light of the UNFPA mandate, the Executive Director asserted that ensuring universal access to sexual and reproductive health and guaranteeing that women and young people are able to exercise their right to make informed choices were key to achieving equitable, sustainable development. He explained that the 'bull's eye' at the centre of the UNFPA strategic plan should be at the centre of the post-2015 development agenda because, despite progress on maternal mortality, reducing maternal deaths and achieving universal access to reproductive health (MDGs 5a and 5b) were the farthest from attainment and unlikely to be met by 2015. He appealed to Board members to step up efforts to help UNFPA fulfil its mandate and ensure that the spirit of the ICPD agenda featured prominently in the post-2015 development agenda.

52. Turning to the UNFPA strategic plan, 2014-2017, the Executive Director thanked Board members for their commitment, guidance and constructive engagement to refine and finalize the strategy and integrated budget. The strategic plan, 2014-2017, laid out a road map for UNFPA to be more focused, results-driven, accountable and nimble, enabling it to respond more efficiently and effectively to emerging opportunities, challenges and shifting needs. He noted that in developing the strategic plan UNFPA took an ambitious approach, looking more holistically at how the organization functioned, and identified areas for improvement, including the need to fully align the business model and funding arrangements with the new strategic direction of the bull's eye, and positioning UNFPA in a rapidly changing environment.

53. The new strategic plan therefore signalled changes. The Executive Director underscored that UNFPA would work differently in different settings, tailoring its approach to national context and nationally defined needs – *without* introducing a graduation policy or eligibility criteria. He stressed that the organization’s physical presence would not change but remain intact across the globe. UNFPA would also focus more heavily on the humanitarian front, especially preparedness planning, while mainstreaming humanitarian action in major areas of its development programming. UNFPA would strengthen its regional offices’ capacity to assist country offices in ensuring that South-South and triangular cooperation initiatives lead to meaningful exchanges of knowledge. The Executive Director assured delegations that the Fund would continue to seek and engage in innovative partnerships with a wide range of actors from all sectors, including with United Nations organizations on United Nations reform and in advancing the Delivering-as-One approach. In closing, he appealed to Board members to continue to support the Fund financially and ensure its ability to deliver on its unique ICPD mandate.

54. Underscoring their commitment to UNFPA, Board members were certain that, under the leadership of the Executive Director, UNFPA would reach the goals it had set out in the new strategic plan, 2014-2017. Recognizing the challenges faced in designing the strategic plan and integrated budget, delegations commended UNFPA and its staff for their tireless efforts. Delegations were especially pleased with the active, constructive consultation process with Board members that UNFPA followed in refining and finalizing the plan and budget. They underscored the importance of the new strategic plan, 2014-2017, and its implementation in the context of international stocktaking of the MDGs and forging of the post-2015 global development agenda.

55. Board members applauded UNFPA work in setting a vision for women and youth and in investing in sexual and reproductive health and reproductive rights, including its efforts to eliminate gender-based violence. While recognizing progress made on the ICPD Programme of Action, they noted that many challenges remained. They urged UNFPA to make every effort to ensure that ICPD principles figured prominently in the post-2015 global development agenda. They stressed the need for a systematic, comprehensive and integrated approach to the implementation of the strategic plan and national-level programming instruments, taking into account the findings and conclusions of the global survey of the ICPD beyond 2014 review.

56. Board members recognized that the strategic plan, 2014-2017, and its integrated budget, grounded in the quadrennial review and a human rights-based approach, provided clear strategic direction, which would make UNFPA more results-based, focused and effective, and strengthen its ability to contribute to accelerated progress on the ICPD agenda and MDG 5 on maternal mortality and reproductive health, the core of its work. Board members did express concern over the inability of the international community to make adequate headway on MDG 5, which affected Africa in particular. They pointed to continuing challenges to the goal’s realization, including lack of skilled personnel at country and local levels. Some delegations, while commending UNFPA for focusing in the strategic plan on the most marginalized and vulnerable, wished to see the needs of those groups addressed more clearly.

57. Delegations were pleased with the outcome-level theories of change, business model, funding arrangements, and focus in the integrated results framework on results-based management, including specific indicators for monitoring and reporting, which they felt provided a solid basis for results reporting. On that point, and given the attempt to link results to resources, delegations urged the continued refinement of indicators and stressed the importance of the midterm review exercise to ensure lessons learned and improvements were mainstreamed into future planning and programming. Delegations encouraged UNFPA to further strengthen its focus on risk assessment, and pointed to the planned refinement of theories of change as an

opportunity to distinguish between types of risk. Delegations were pleased that the new evaluation policy gave UNFPA tools to measure impact, and welcomed efforts to recruit a new director of the Evaluation Office who would report independently to the Board. They also underscored the importance of inter-agency coordination for organizational effectiveness, and stressed that continued engagement in the United Nations reform process and the Delivering-as-One approach would improve the effectiveness, efficiency and delivery of UNFPA.

58. Underlining the principle of universality and national ownership, delegations stressed their full support for the physical presence of UNFPA in all programme countries, including middle-income countries. They welcomed the differentiated approach to country-level engagement based on nationally defined needs, which made good use of limited resources and aligned with efforts to focus activities on the organization's comparative advantages. Some delegations, however, were concerned that a differentiated approach could deter UNFPA from working in certain critical areas and certain countries. Some delegations urged the Fund to ensure its physical presence and programmatic activities in all circumstances, especially in middle-income countries (MICs) and 'upper' MICs. Other delegations, concurring that the differentiated approach should be the basic framework for the orientation of programmes, stressed that UNFPA should give priority to countries most in need.

59. On the global and regional programme, delegations expressed appreciation for the hard work of UNFPA in unravelling the issues at stake, aligning the programme with the results and resources framework, and developing plans to strengthen the oversight function. There was concern however that some proposed activities could prove ineffective if not linked to specific outcomes of the strategic plan. They encouraged UNFPA to move expeditiously in accurately classifying costs associated with the programme, in line with the new harmonized cost classification categories, by the midterm review. They welcomed management's proposal to report to the Board annually, underlining the need for effective Board oversight, and looked forward to consultations to further refine that approach.

60. Several delegations, especially from developing countries, commended UNFPA for incorporating in the strategic plan South-South and triangular cooperation, which they saw as a complement to traditional cooperation. They noted that such activities should be accompanied by innovative financing mechanisms, including private sector co-financing regimes. One delegation hoped that UNFPA would encourage trilateral co-financing arrangements, according to the circumstances and capacities of each country, and help developing countries leverage resources from local and international third sources, including the private sector. The delegation added that UNFPA private sector partnerships should be planned with national authorities, to ensure alignment with national policies and needs. Delegations discouraged making reference in the strategic plan to non-multilateral mechanisms, such as the Paris Declaration on Aid Effectiveness.

61. Board members also commended UNFPA for its frontline work in conflict situations. They welcomed the new chief of the UNFPA Humanitarian Response Branch, and appreciated UNFPA efforts to mainstream humanitarian work throughout the organization to meet the needs of vulnerable groups, especially displaced persons. They stressed that UNFPA leadership was critical in providing access to sexual and reproductive health services and supplies in crisis situations to women and girls. They endorsed the formation of an internal cluster on humanitarian issues as a way to strengthen the organization's co-leadership on gender-based violence, and looked forward to discussing steps UNFPA could take in response to the Call-to-Action on violence against women and girls in emergencies, to be held in London in 2013.

62. In response, the Executive Director, UNFPA, thanked Board members for their continued strong commitment to UNFPA and reiterated that Board approval of the strategic plan, 2014-

2017, and the integrated budget, would give UNFPA the tools to be more flexible, effective and transparent, and as a result better able to help the world's women, girls and children. UNFPA looked forward to implementing the plan in close collaboration with Board members. Noting the tight deadline of 2015, he stressed the importance of accelerating achievement of the MDGs and focusing on the ICPD review, identifying gaps and unfinished work, which would feed into post-2015 global development agenda discussions.

63. He thanked the Board for its reaffirmation of the bull's eye as the Fund's strategic direction, focused on sexual reproductive health and reproductive rights. In response to the concern that MDG 5 on maternal mortality was lagging behind, the Executive Director assured delegations that UNFPA was working closely with partners to accelerate progress toward the 2015 deadline. On the issue of physical presence, he reaffirmed that UNFPA was not planning to close country or regional offices in any programme country, including middle-income countries, and would not limit its scope to advocacy and policy work. UNFPA would continue to be responsive to programme country priorities, in accordance with the principle of universality. The new business model and the related resource allocation system guaranteed that UNFPA would take a differentiated approach in line with programme country needs, and better enable it to respond to the needs of the least development countries. UNFPA also continued to fully support South-South and triangular cooperation initiatives.

64. On the topic of cost sharing by programme countries, a number of delegations expressed concern that the proposal might create an unnecessary burden on developing countries that went beyond the provisions of standard basic agreements, and might deter developing countries from fully participating in South-South initiatives. They requested that the proposal be excluded from the decision on the strategic plan and integrated budget, and adopted without the proposed cost-sharing mechanism. On the issue of cost sharing at the country level, he noted that UNFPA would follow the directives of the Executive Board.

65. On the global and regional programme, the Executive Director thanked Board members for their guidance, including specific directives on governance and oversight, and assured them that UNFPA would address those issues. Accountability, he affirmed, remained key and a central characteristic of the Fund's engagement with the Board. On risk management, he assured Board members that UNFPA already had a plan to implement its enterprise risk management policy that prioritizes risks based on an assessment of impact and trend, and strengthens human resource systems for more knowledgeable and better skilled staff.

66. The Executive Board adopted decision 2013/31 on the report of the Executive Director: the UNFPA strategic plan, 2104-2017.

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

### *UNFPA integrated budget estimates, 2014-2017*

67. In his opening statement, the Executive Director also presented the UNFPA integrated budget estimates, 2014-2017 (DP/FPA/2013/14 and annex), highlighting that the budget was harmonized with the budgets of UNDP, the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). Connecting resources to results, UNFPA ensured that both the business model and the funding arrangements were fully aligned with the new strategic direction of the bull's eye. The integrated budget, he affirmed, was therefore designed in full alignment with the strategic plan, 2014-2017.

68. In line with estimates in the integrated budget, 2014-2017, the Executive Director stated that UNFPA would continue to direct the majority of its resources to development activities, while reducing the proportion of resources allocated to management services. He noted that the integrated budget proposal was based on income projections that reflect the growth of both regular (core) and other (non-core) resources, with a marked shift towards non-core contributions. Referring to the quadrennial review, he confirmed his intention to seek increased, more predictable contributions to UNFPA core resources.

69. UNFPA would ensure that its resources were deployed in line with the vision and direction of the strategic plan and bull's eye. The budget framework contained the full spectrum of results and resources, including development outcomes and organizational efficiency and effectiveness outputs – providing an integrated picture of all UNFPA resources and how they link to the strategic plan outcome and outputs. On the development front, UNFPA invested the largest share of its resources in improving the availability and use of integrated sexual and reproductive health services that meet standards for quality care and equity in access. On organizational effectiveness and efficiency, UNFPA was strengthening results-based monitoring and evaluation, human resource management, and financial and administrative oversight. At the field level, it was investing in leadership, including administrative and financial oversight, and programme oversight and coordination. The Fund was keen to bolster its information technology, business analytics and communications to support programme delivery. The Executive Director noted that all UNFPA investments were predominantly field focused.

70. UNFPA had worked hard to balance the institutional budget component, and had maintained the budget proposal at zero real growth by aligning costs, efficiencies and savings, as recognized by the Advisory Committee on Administrative and Budgetary Questions (ACABQ). He emphasized that the Fund was committed to paying its fair share of joint activities, including contributions to the resident coordinator system. The integrated budget, 2014-2017, also incorporated the new cost-recovery policy approved by the Board in its decision 2013/9, which was critical for deterring cross-subsidization between core and non-core resources, as mandated by the quadrennial review.

71. Board members expressed appreciation for the hard work of the Executive Director, the commitment of the inter-agency effort and progress made on joint budget reform. They were likewise pleased with the efforts to provide the Board with better insight into how the organizations planned to use the resources at their disposal. Delegations found the 'information value' of the integrated budget to be quite good, and welcomed the news that total incomes were expected to increase significantly in 2014-2017.

72. They were also pleased to learn that the institutional budget, including recurring management costs, as a proportion of total use of resources, was expected to decrease and thereby increase the share of total available resources for programme activities. They were keen to understand the reasons behind those savings, including savings acquired thanks to United Nations reform processes. A number of delegations indicated their readiness to continue their contribution to regular (core) resources at a high level. They remained however concerned about the declining trend in core resources and, referring to the quadrennial review, urged all Member States that support the ICPD agenda to consider providing or increasing their core contributions, which they urged the Fund to prioritize for programming activities.

73. Delegations welcomed the improved results focus, enhanced links with the strategic plan results and harmonized methodology, including cost classification, attribution and cost recovery. Some delegations would have liked to see an annual breakdown of the integrated resource plan, and felt that UNFPA could do more to strengthen the budget as an instrument to support implementation of the priorities of the strategic plan. Delegations encouraged UNFPA to utilize

the midterm review to identify remaining challenges to enhance results-based budgeting, and to assess if the cost-recovery methodology in use met the expectations of the quadrennial review on full cost recovery. They questioned, however, if introducing the emergency fund and opportunities fund would make it difficult for UNFPA to eliminate fragmentation as planned.

74. Underlining the importance they attached to the independence and capacity of the corporate oversight function, delegations expressed appreciation for the Fund's introduction of a separate budget line for the new Evaluation Office, including the proposed increase in the number of posts. Likewise, they welcomed the separate budget line for the Division of Oversight Services, including the proposed additional internal auditor posts. Delegations were pleased with the role UNFPA played in helping to reach agreement among members of the United Nations Development Group (UNDG) on cost sharing for United Nations coordination, as well as with the Fund's inclusion of its share in the integrated budget, 2014-2017.

75. In response, the Executive Director, appreciating the concern expressed by many delegations over the continuing core/non-core resource imbalance, highlighted that under the new strategic plan UNFPA would allocate resources against the plan's strategic priorities, an approach which he hoped would encourage Board members to increase their contributions to core resources and ensure greater predictability. UNFPA was in the process of setting up systems to track resources against results to further enhance results-based management, and would work with UNDP, UNICEF and UN-Women in applying the integrated budget and the harmonized cost recovery mechanism, and all aspects of United Nations reform, including cost-sharing and division of labour.

76. The Executive Board adopted decision 2013/32 on the UNFPA integrated budget estimates, 2104-2017, and took note of the ACABQ report on UNFPA integrated budget estimates, 2014-2017.

## **XII. Country programmes and related matters**

77. The Deputy Executive Director (Programme) provided an overview of the following two draft country programmes: Namibia (DP/FPA/CDP/NAM/5) from the East and Southern Africa region; and Mexico (DP/FPA/DCP/MEX/6) from the Latin America and the Caribbean region. She also provided an overview of the first one-year extension of the country programme for the State of Palestine (DP/FPA/DCP/2013/17) from the Arab States region. The UNFPA regional directors for East and Southern Africa; Arab States; and Latin America and the Caribbean elaborated on the programmes from their respective regions.

78. The delegations thanked UNFPA for its cooperation and the support provided to their respective countries. They noted that the country programmes had been developed in close consultation with the respective governments and other development partners and were well aligned with national plans, priorities and frameworks. They underscored that UNFPA support was necessary to assist countries in reaching the Millennium Development Goals. Delegations made specific comments on some of the draft country programme documents (CPDs), which would be conveyed to the concerned countries.

79. The Executive Board took note of the following two draft CPDs, one country programme extension and the comments thereon: Namibia, Palestine and Mexico. The comments would be conveyed by UNFPA to the respective countries. The Board adopted decision 2013/34, through which it decided to review and approve, on an exceptional basis, the UNDP and UNFPA draft CPDs for Kenya, at the first regular session 2014 of the Executive Board.

80. In accordance with decision 2006/36, the Executive Board approved on a no-objection basis, without presentation or discussion, the following seven country programmes, which were discussed earlier at the annual session 2013: Benin, Niger, Nigeria, Republic of the Congo, Togo, Bhutan (common country programme) and Cuba.

## **UNOPS segment**

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

81. The Executive Director, UNOPS, presented the UNOPS budget estimates for the biennium 2014-2015 (DP/OPS/2013/6 and annexes), the report of the Advisory Committee on Administrative and Budgetary Question (ACABQ) on the UNOPS budget estimates for the biennium 2014-2015 and the review of the UNOPS operational reserve (DP/OPS/2013/7), and the review of the UNOPS operational reserve (DP/OPS/2013/CRP.1). The Deputy Executive Director, UNOPS, presented the annual statistical report on the procurement activities of the United Nations system organizations 2012 (DP/OPS/2013/8).

82. In his statement, the Executive Director highlighted that the 2014-2015 budget estimates showed how UNOPS would implement its newly endorsed strategic plan, 2014-2017, invest in core work areas, tighten cost control, and protect its financial strength and stability – prerequisites for a self-financing organization. He stressed that focus was essential and that UNOPS had already begun investing in consolidating knowledge and experience in its areas of comparative advantage: project management, infrastructure and procurement. By sharing its knowledge and expertise with partners and clients, UNOPS helped to build government and community capacity to create and manage their own sustainable infrastructure, while becoming more valuable to the United Nations and partners.

83. In June 2013, UNOPS had been awarded the ISO 14001 certification, which came on the footsteps of UNOPS development of an environmental management system that allowed project managers to consider environmental factors from earliest project stages. UNOPS was investing in rolling that system out across the globe. Similarly, in the area of project management, UNOPS was awarded four accreditations in early 2013 for excellence in consultancy and training services; in its report on UNOPS budget estimates, ACABQ encouraged UNOPS to share its experiences and best practices.

84. The Executive Director assured Board members that UNOPS would continue to manage costs tightly and make them more transparent, in particular by charging them to projects it implemented. The 2014-2015 budget estimates corresponded to a 6 per cent real reduction in management resources compared to the previous biennium. UNOPS was committed to maintaining its flexibility to invest and react quickly to new demands and needs, and to restrict spending and adjust its structure as needed. In the previous seven years, UNOPS had rebuilt its operational reserves, produced consistently clean audit records and regained Board confidence. That financial stability and strength guaranteed UNOPS ability to provide high quality services that partner demanded.

85. For the upcoming biennium, 2014-2015, UNOPS aimed for zero net revenue, with the operational reserve projected to remain above the minimum requirement – an essential element of its risk management strategy. Following a review of its operational reserve, in line with International Public Sector Accounting Standards (IPSAS), UNOPS proposed a minimum requirement for its operational reserve as the equivalent of four months of average management budget expenses over the previous three years, already approved by ACABQ. In conclusion, he

emphasized that the biennium budget estimates, 2014-2015, offered a solid way forward, and a strong tool for UNOPS to fully implement its new strategic plan, 2014-2017.

86. Board members commended the Executive Director for his leadership. They noted that the strategic plan, 2014-2017, adopted by the Board set out a compelling strategic vision and welcome focus on sustainability and building national capacity in line with nationally defined needs and approaches. They were pleased to see in the budget estimates the confirmed viability of the organization's business model, and reduction in management costs, thanks to greater efficiency and effectiveness. They appreciated UNOPS compliance with the principle of full cost recovery, in line with the quadrennial review, and efforts to minimize cost recovery rates. They were also pleased with the harmonized budget approach with UNDP and UNFPA.

87. Several delegations commended UNOPS strong support for the United Nations Global Compact, urged other funds and programmes to follow suit, and encouraged suppliers to join the Global Compact. They congratulated UNOPS for receiving the prestigious ISO 14001 award, the most recognized environmental management standard. They applauded UNOPS sustainable infrastructure practice group for developing an environmental management system to help project managers gauge projects' environmental impact. Delegations were also pleased to learn of the increase in procurement usage in developing and transitional countries, representing 62 per cent of total United Nations procurement. They applauded UNOPS compliance with the highest international standards for procurement, including ensuring that suppliers comply with conditions on mines, child labour, sexual exploitation and workers' rights. They were pleased to note that IPSAS adoption had helped to improve UNOPS accountability, and supported ACABQ recommendations to build on the positive outcomes of IPSAS implementation.

88. Another delegation acknowledged that UNOPS had not only achieved good results but also improved efficiency and effectiveness in the area of institutional and project management. There were high expectations that UNOPS would use the released funds from the operational reserve to further invest in innovative organizational development. The delegation commended UNOPS for developing an ambitious plan on gender mainstreaming, and welcomed UNOPS efforts to ensure workforce gender balance, while noting progress still needed at the professional level. Since UNOPS had a particular role to play on the Delivering-as-One front as lead organization for joint procurement, other funds and programmes were encouraged to work with UNOPS to create synergies and utilize UNOPS procurement services.

89. The Executive Director, UNOPS, thanked delegations for their encouragement and assured the Board that its positive appraisal of UNOPS work made the organization even more committed to fulfilling its mandate.

90. The Executive Board adopted decision 2013/33 on UNOPS budget estimates for the biennium 2014-2015.

## **Joint segment**

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

91. The Director, Procurement Support Office, UNDP, and the Chief, Procurement Services Branch, UNFPA, delivered a joint statement on behalf of the three organizations on the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2013/1), as requested in Board decision 2012/25.

92. Board members expressed approval of the general trend and joint actions that the three organizations had taken to improve and harmonize their procurement functions. They saw their collective effort as a positive move that would ensure greater efficiency and effectiveness, and lead to better delivery of results.

93. A couple of delegations focused their comments on four issues. One, they requested clarification on the possible undertaking of a joint assessment on the potential for joint procurement, similar to that of 2004. Two, they wished to learn more about the organizations' work on the common vendor sanctions framework, including an update on whether it was necessary to revise anti-fraud and anti-corruption guidelines. Three, they encouraged the organizations to inform the Board about common procurement activities in the health sector, in terms of cost efficiencies and handling of environmental issues. Four, they urged the organizations to research positive joint procurement examples at country level, along with other best practices, and to continue to pursue common services, as per the quadrennial review.

94. Several delegations drew attention to the key work of the procurement network of the UNDG High-level Committee on Management (HLCM) in promoting long-term collaborative practices in sustainable procurement. While recognizing progress, delegations felt more could be done on collaboration and efficiency. They were keen to learn about steps to implement procurement elements of the quadrennial review, including building capacity of partner governments and systems. They requested, for Board review, further analyses of procurement challenges (for example, differences between big and small funds, programmes and specialized agencies), and urged the organizations to seek ways to address those challenges.

95. The delegations encouraged the organizations to collaborate more closely on procurement planning and forecasting, in order to aggregate demand to better influence markets, foster economies of scale and drive better value for money. They urged the organizations to build on existing inter-agency agreements, create new agreements and design robust mechanisms to track vendors underperforming. They wished to see joint procurement become the norm at local, regional and headquarters levels, facilitated by common guidelines and tools. They suggested organizing a workshop for Board members on procurement activities and more regular reporting on procurement and savings, including a section on procurement in organizations' statistical annexes, which could include the ratio of joint procurement activities undertaken relative to total procurement, to spur coordination and improve transparency. That approach would lead to long-term cost effectiveness and efficient, harmonized use of procurement volumes throughout the United Nations system. It would improve programme delivery and generate savings that would liberate resources for poverty reduction. In sum, Board members encouraged the organizations and the HLCM procurement network to explore opportunities for collaboration.

96. One delegation expressed concern about the trend of procurement in transition countries. Despite the positive trend in procurement in developing countries, data indicated that procurement was decreasing in Eastern Europe and Commonwealth of Independent States. It urged a more active approach to procurement through more diversified engagement with suppliers in those countries. The delegation requested that the organizations inform the Board of their efforts to change the situation. It also stressed the importance of transparency when designing and applying procurement rules and procedures to ensure predictability and fairness. On enhancing the vendor and supplier registration system, the delegation proposed that UNOPS hold training for companies in suppliers' states to acquaint them with procurement innovation.

97. In response, the Director, Bureau of Management, UNDP, recognized delegations' strong support for a common, harmonized approach to procurement. He assured Board members that he would relate their positive view and suggestions back to the UNDG High-level Committee on Management so that it could apply the Board's suggestions to ongoing work. He highlighted

that procurement entailed the broad set of processes that begin with programme implementation and encompassed the entire purchasing cycle. He pointed out that the area in which organizations could gain benefit and make most progress was more in common purchasing than in common services. On antifraud, he stressed that the issue pertained more broadly to the United Nations as a system, although not all United Nations organizations had a sanction policy in place, which was unfortunate because it would make for a stronger United Nations system.

98. The Director, Procurement Support Office, UNDP, focused on specific questions by delegations. On supply diversity, in particular in Eastern Europe, he noted that UNDP had a large, diverse range of suppliers and had piloted an e-tendering system in 2012 to attract and train suppliers on UNDP procurement and the tendering tool, which received positive feedback. On the United Nations Global Marketplace (UNGM) website, a single supplier registration interface and tool owned by United Nations organizations, which UNDP fully supported, he pointed out that the system had been recently simplified, in response to the high fatality rate of registrations, and would be re-launched in late 2013. He underlined the benefits of the interface as an instrument for screening suppliers. He added that UNDP worked with a number of vendors in developing and transition countries, in line with its strategic direction. On joint assessments, he assured the Board that UNDP was fully on board and working through the HLCM, where other common procurement tools had been created and funded. UNDP already had in place for six months the vendor sanctions framework, adopted by 45 United Nations organizations, and had suspended a number of vendors, and succeeded in establishing an open dialogue with the investigations unit. That process had allowed UNDP to inform and discuss vendor sanctions with vendors in fault in complete transparency, and lead to a path of rehabilitation. On common procurement services, the organizations had made significant progress and established joint procurement teams at headquarters locations, which were already collaborating. The funds and programmes were aligning their policies to facilitate sharing of long-term agreements. In terms of value for money, the organizations were seeking to apply the concept of 'total cost of ownership' – a means for evaluating a product's cost over time. He stressed that collaborative procurement worked well, especially in areas where organizations had common undertakings, but it was not beneficial in all circumstances. On procurement planning and aggregating volumes, he noted that UNDP had made great strides internally and looked forward to aggregating those achievements across organizations. He stated that UNDP was keen to collaborate with Member States, donors and United Nations organizations in seeking ways to expand and improve common procurement practices further.

99. The Chief, Procurement Service Branch, UNFPA, noted that transparency was one of the founding principles of procurement, and pointed out that a vendor could not do business with UNFPA without being registered on the UNGM portal. UNFPA had adopted the common vendor sanction framework, and was keen to work jointly with other organizations through a common sanctions board. Using procurement in the health sector was a priority for UNFPA, especially with regard to contraceptives and medical equipment. Due to overlapping mandates, UNFPA had been able to resort to common procurement transactions with other United Nations organizations in purchasing medical equipment. For other products, such as contraceptives, a common approach was not possible because other organizations did not purchase them. On the quadrennial review mandate, he noted that UNFPA had been the first organization to fulfil the requirements set by the HLCM procurement network in phase one on harmonizing procurement policies among United Nations organizations. He indicated that phase two would focus on further harmonization at the country level. At the global level, he stressed it was difficult for UNFPA to collaborate on collective procurement for contraceptives with the United Nations system, but it did work with organizations outside the United Nations.

100. The Executive Board adopted decision 2013/35 on the report of UNDP, UNFPA and UNOPS on joint procurement activities.

## **XI. Follow-up to UNAIDS Programme Coordinating Board meeting**

101. The Deputy Executive Director (Programme), UNFPA, and the Deputy Director, Bureau for Development Policy, UNDP presented the report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS) (DP/2013/46-DP/FPA/2013/16).

102. Board members recognized the ongoing contribution of UNDP and UNFPA to the global response to HIV, and commended the organizations for their implementation of the UNAIDS Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV. A number of delegations, welcoming the report, expressed support for the December 2012 UNAIDS Programme Coordinating Board decision to fully implement the Agenda for Women and Girls over the following two years, and to reallocate funds from the UNAIDS Unified Budget, Results and Accountability Framework and jointly mobilize additional resources.

103. Several delegations, applauding UNDP and UNFPA roll-out of the Agenda for Women and Girls, commended the organizations for integrating gender, critical enablers and synergies in their support to countries to apply strategic investment approaches. Implementing the Agenda for Women and Girls should remain a priority, including the collection, analysis and use of sex/age disaggregated data to inform programmes, strengthening women's and girls' involvement in those processes, and fortifying links between gender and HIV work. They noted that lack of coordination at country level could be an impediment to progress, and stated their readiness to work with governments and United Nations country teams to improve coordination for effective HIV responses. They encouraged UNDP and UNFPA to assume continued leadership in support of gender equality and HIV, and stressed the importance of a multi-sectoral approach to HIV.

104. A number of delegations were pleased to note that UNDP and UNFPA aligned their strategic plans with the UNAIDS Unified Budget, Results and Accountability Framework. They encouraged both organizations, in finalizing the integrated results and resource framework, to use the specific indicators agreed in that framework. Interventions echoed statements from the 2012 Board session on HIV and reiterated that HIV should continue to be a priority for both organizations. They emphasized the importance of integrating HIV across other UNDP and UNFPA work areas, highlighting the importance of effective multi-sectoral responses.

105. Another delegation expressed concern over the increasing number of deaths due to HIV in Eastern Europe and Central Asia. It stressed the need for UNDP, UNFPA, UNAIDS and the Global Fund to Fight AIDS, Tuberculosis and Malaria to pursue preventive measures against HIV and expand the range of services for people living with HIV in the region. They saw the need for greater exchange of information and sharing of experiences in countries that achieved sustainable results. They hoped that the Global Fund new funding model would help to increase predictability of financing for the HIV response, and ensure more immediate reaction to programme country needs.

106. In response, the Deputy Director, Bureau for Development Policy, UNDP, addressed three issues. He concurred that the Global Fund new funding model provided greater predictability and national ownership, and assured the Board that UNDP would continue to work with UNFPA and UNAIDS in that direction. He recognized the importance that women and girls play in the response to AIDS. On the strategic plan, 2014-2017, he noted that UNDP was working to refine the results and resources framework and align it with the indicator framework common to the United Nations system and UNAIDS results-based management. He assured Board members that UNDP included HIV-related support items in its institutional budget.

107. Deputy Executive Director (Programme), UNFPA, addressed four issues. First, she underlined the importance that UNFPA tied to validated, reliable data, evidence-based planning and aligning programme and resource allocation. She stressed that UNFPA and UNDP were committed to intensifying efforts to take that work forward, ensure data were gender and age disaggregated, and timely in order to track trends. Second, UNFPA was working to ensure that the indicators in its new strategic plan, 2014-2017, were identical to those of the UNAIDS Unified Budget, Results and Accountability Framework, and strongly aligned to those of other United Nations organizations. She gave the example of harmonized indicators at the goal level in tracking the prevalence of HIV in young people. Third, she noted that funding was essential, but that funding shifts should not lead to deterioration of delivery in other areas. She emphasized that the correlation between money and quality outcomes depended equally on powerful political commitment, often on unpopular issues, and sound planning for success. Only with that combination, buttressed by a strong enabling environment and rule of law, would the United Nations succeed in responding effectively to the HIV epidemic, promoting human rights and dignity of key populations and ensuring quality health services. Finally, she called for a greater multi-sectoral response to HIV and AIDS, beyond the critical technical expertise needed, and its integration in other delivery areas, without which HIV interventions could not be sustained.

108. The Executive Board 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).

### **XIII. Other matters**

#### *Meeting with the UNDP/UNFPA/UNOPS/UN-Women Staff Council*

109. The Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council updated the Executive Board on issues of concern for staff at all levels and from all corners of the globe, distinguishing them between UNDP, UNFPA and UNOPS. He commended the management of the organizations for their openness and availability to meet with the Staff Council in an effort to maintain good working relations. He focused on issues of managerial transparency in hiring, recruitment and contracting, staff participation in restructuring plans, and management and staff communications, and with regard to UNOPS, the number of personnel under non-staff contracts.

110. The Director, Bureau of Management, UNDP, Deputy Executive Director, UNFPA, and Deputy Executive Director, UNOPS, responded separately to the comments of the Chairperson. They reiterated their readiness and commitment to continue to work closely with the Staff Council to ensure staff concerns were addressed in an open and transparent manner, and to iron out any outstanding issues.

111. The Executive Board took note of the address of the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council and the respective management comments of UNDP, UNFPA and UNOPS.

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