Executive Board of the
United Nations Development Programme and of the
United Nations Population Fund

First regular session 2008
21 to 28 January 2008, New York
Item 1 of the provisional agenda
Organizational matters

Decisions adopted by the Executive Board in 2007

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2007/1
Extension of eligibility for consecutive terms in the Bureau of the Executive Board

The Executive Board,

Taking note of rules 7.1 and 7.2 of the Rules of Procedure of the Executive Board, which provide, inter alia, that the Board, “taking into consideration the need to ensure equitable geographical representation”, shall elect a Bureau consisting of a president and four vice-presidents “at its first regular session each year”, and that “members of the Bureau shall be eligible for a second consecutive term”;

Recognizing the need to facilitate the composition of the Bureau for 2007;

Decides to:

Waive, for 2007, on an exceptional basis and without setting a precedent for future years, rule 7.2 of the Rules of Procedure of the Executive Board.

24 January 2007

2007/2
Annotated outline of the UNDP strategic plan, 2008-2011

The Executive Board,

1. Recalls its decision 2006/1 requesting the Administrator of UNDP to submit an annotated outline of the multi-year funding framework (MYFF), 2008-2011, to the Executive Board at its first regular session 2007, and a draft version of the MYFF, 2008-2011, to the Board at its annual session 2007;

2. Takes note of the information provided by the Administrator on the strategic plan, programming arrangements and biennial support budget and of the intention of UNDP to align these three instruments, commencing with the 2008-2011 planning period, looks forward to receiving further elaboration on this alignment during the process of preparing the strategic plan, and encourages the further development of goals, objectives, outcomes and indicators, to sharpen the focus of the vision and business of the UNDP strategic plan and to ensure proper evaluation, reporting of results, transparency and accountability;

3. Requests the Administrator, in preparing the draft strategic plan for the annual session, to take into account the comments of Member States;

4. Requests UNDP to reflect on lessons and challenges from implementing the current MYFF, 2004-2007, in the context of changes that may be proposed in the new strategic plan, as compared to the MYFF, especially in terms of the main focus areas, business practices and organizational structures;

5. Takes note of the timelines proposed by UNDP for the preparation of the strategic plan, 2008-2011, and requests the Administrator to consult widely with Member States and United Nations partner organizations;

6. Also requests the Administrator, as well as the Executive Secretary of UNCDF, the Executive Directors of the United Nations Development Fund for Women (UNIFEM) and the United Nations Office for Project Services (UNOPS), and the
Executive Coordinator of the United Nations Volunteers programme (UNV), in planning and reporting, to harmonize terminology, definitions and formats, using United Nations Development Group-harmonized terminology as a basis wherever possible.

26 January 2007

2007/3
Assessment of programming arrangements, 2004-2007

The Executive Board,

2. Encourages UNDP to identify and develop proposals for change that will be directly linked to and supportive of the implementation of the UNDP strategic plan, 2008-2011;
3. Requests UNDP to provide the Executive Board, at its annual session 2007, information explaining how the current programming arrangements function and a draft proposal for the successor programming arrangements;
4. Also requests UNDP, in preparing the successor programming arrangements, to seek further simplification, harmonization and improvement of the programming arrangements, taking into consideration existing legislation, the changes foreseen as part of the new strategic plan, 2008-2011, and best practices within the funds and programmes.

26 January 2007

2007/4
Evaluation of UNDP assistance to conflict-affected countries

The Executive Board,

Having considered the evaluation of UNDP assistance to conflict-affected countries (DP/2007/3) and the management response to that evaluation (DP/2007/4),

1. Requests UNDP to review its management response to the evaluation of UNDP assistance to conflict-affected countries as contained in DP/2007/4, taking into account the UNDP mandate and the views expressed by the Member States, and to present the revised response for the consideration of the Executive Board at its annual session 2007;
2. Emphasizes the need for UNDP to develop its activities within the framework of the conflict-affected countries’ programmes;
3. Requests the Administrator to develop, in wide consultation with Member States, a strategic vision on assistance to conflict-affected countries complementing the elaboration of the new strategic plan, to be presented for the consideration of the Board at its annual session 2007;
4. *Stresses* the need for UNDP to work with United Nations organizations to increase awareness of the urgent need to integrate development considerations in peacebuilding in conflict-affected countries;

5. *Urges* dialogue and cooperation with the Bretton Woods Institutions, regional development banks and relevant regional organizations to strengthen UNDP efforts in assisting conflict-affected countries.

26 January 2007

2007/5

**Evaluation of the national human development report system**

*The Executive Board,*

1. *Takes* note of the evaluation of national human development report system (DP/2007/5) and the management response to that evaluation (DP/2007/6);

2. *Requests* the Administrator to accord high priority to supporting the national human development report system, ensuring sufficient financial, human and technical resources for their regular production and follow-up;

3. *Urges* UNDP to clarify, where relevant, the relationship between national human development reports and other reports such as the Millennium Development Goal reports and poverty reduction strategy papers in order that they better complement each other;

4. *Stresses* the need for UNDP to continue to strengthen national statistical and analytical capacity to promote national ownership of national human development reports;

5. *Requests* UNDP to find ways to better draw upon national human development reports for the elaboration of the global Human Development Report;

6. *Requests* the Administrator to report on progress in implementing this decision in his annual report on evaluation at the first regular session 2008.

26 January 2007

2007/6

**Joint assessment of the progress in the implementation of the cooperation agreement between UNIDO and UNDP**

*The Executive Board,*

1. *Takes note* of the joint assessment of the progress in the implementation of the cooperation agreement between UNIDO and UNDP, together with the joint management response (DP/2007/7);

2. *Requests* the Administrator to inform the Executive Board on the operational modalities for the future implementation of the agreement, including the financial, management, evaluation and monitoring issues, and in this regard, to explore the possibility of establishing a joint task force to examine these issues.

26 January 2007
2007/7
Annual progress report of the Administrator on the implementation of the gender action plan and the follow-up to the report of the Administrator on the organizational assessment of UNIFEM

The Executive Board,

1. Takes note of the annual progress report of the Administrator on the implementation of the gender action plan (DP/2007/9) as requested in its decisions 2005/27 and, in particular, 2006/3;

2. Also takes note of the follow up to the report of the Administrator on the organizational assessment of UNIFEM (DP/2007/10) requested in its decision 2006/5;

3. Notes that UNDP and UNIFEM are engaged in further clarifying roles with a view, inter alia, to engaging in joint programming during 2007;

4. Requests UNDP and UNIFEM to establish closer inter-organizational collaboration to promote gender equality at the country level;

5. Also requests that the lessons learned from the first year of the gender action plan on, inter alia, the need to track results and the allocation of sufficient human and financial resources, be applied to the further implementation of the gender action plan as well as to the elaboration of the UNDP strategic plan, 2008-2011.

26 January 2007

2007/8
Strategic partnership between UNDP and UNCDF

The Executive Board,

1. Takes note of the steps that the Administrator of UNDP and the Executive Secretary of UNCDF have taken to finalize the strategic agreement between UNDP and UNCDF;

2. Also takes note of the proposed partnership framework for UNDP and UNCDF (DP/2007/11);

3. Requests the Administrator of UNDP and the Executive Secretary of UNCDF to further develop this partnership, particularly with respect to the preparation of the UNDP strategic plan, 2008-2011, the programming arrangements and the biennial support budget, to aim for the achievement of the strategic and operational objectives presented in the report;

4. Also requests the Administrator and the Executive Secretary to continue their efforts to secure stable multi-year programme funding for UNCDF activities in the least developed countries;

5. Further requests the Administrator and the Executive Secretary to consult with the Executive Board on the strategic partnership and report progress at the annual session 2007.

26 January 2007
2007/9
Report on the financial and operational situation of UNOPS

The Executive Board,

1. Takes note of the report on the financial and operational situation of United Nations Office for Project Services (UNOPS);

2. Welcomes the efforts by UNOPS to define a business strategy and to realign the structure and focus of UNOPS to meet the needs of the United Nations system and to promote the effectiveness and viability of the organization;

3. Appreciates the considerable effort undertaken by UNOPS to ensure the resubmission of proper financial statements in compliance with the Board deadline, and requests UNOPS to provide for review of the audited financial statements;

4. Notes the study being undertaken by the Administrator on the options for the potential merger between the Inter-Agency Procurement Services Office and UNOPS, and encourages UNDP to inform the Board of the outcome of the study at its annual session 2007;

5. Decides on the following regular schedule for submission by UNOPS to the Executive Board:
   
   (a) First regular session: Biennial planning and budget framework (alternate years: 2008, 2010, and so forth);
   
   (b) Annual session: Annual report, including financial results for prior year, and, as of 2008, a report on contributions to results;
   
   (c) Second regular session: Audited financial statements (alternate years: 2008, 2010, and so forth) and UNOPS management response to internal audit, annually.

26 January 2007

2007/10
Joint UNDP and UNFPA report on the implementation of the international public sector accounting standards and reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA)

The Executive Board,

1. Takes note of the reports of UNDP and UNFPA on the implementation of the recommendations of the Board of Auditors, 2004-2005 (DP/2007/14 and DP/FPA/2007/1) and of the reports of the United Nations Board of Auditors (A/61/5/Add.1 and A/61/5/Add.7), and requests the Administrator of UNDP and the Executive Director of UNFPA to take rapid action to fully implement the audit recommendations within the prescribed time frame;

2. Acknowledges that this was the first report of the Board of Auditors conducted after the implementation of the Atlas system, and requests the Administrator and the Executive Director to accelerate the implementation of the audit recommendations concerning Atlas;
3. Notes the ongoing efforts to strengthen management and control systems, including risk management, ethical and professional conduct, and anti-fraud and anti-corruption measures, in accordance with Executive Board decision 2006/8;

4. Takes note of the efforts made by UNDP and UNFPA management to complete monthly bank reconciliations for country offices and headquarters units and to strengthen internal control, and requests that those efforts be intensified;

5. Reiterates its request to continue to mainstream risk management in UNDP and UNFPA business processes, and encourages both organizations to ensure that risk management is integrated into the framework of management accountability;

6. Reaffirms the need to promote, to the fullest extent possible, the use of national execution as a means to build national capacity, and therefore requests UNDP and UNFPA to inform the Executive Board of the measures they are taking to simplify the procedures associated with this mode of execution, and to propose safeguard measures to address the related recommendations in the reports of the Board of Auditors (A/61/5/Add.1 and A/61/5/Add.7);

7. Requests the Administrator of UNDP to accelerate the strengthening of internal staff capacity through the professional certification programme as a longer-term approach to addressing underlying audit issues, in anticipation of the implementation of the international public sector accounting standards;

8. Takes note that the Administrator of UNDP is exploring alternative sustainable support structures for improving bank reconciliations, accounting and the implementation of Atlas, including, but not limited to, the implementation of shared subregional service centres, especially in regions where staff capacity is insufficient; and requests the Administrator to address this issue in consultation with other United Nations funds and programmes;

9. Requests the Administrator of UNDP and the Executive Director of UNFPA to build on progress achieved and to continue to implement the recommendations of the Board of Auditors in a timely fashion and also requests the Administrator of UNDP and the Executive Director of UNFPA to provide the Executive Board with a report at its first regular session 2008, which will include a management response to the issues emphasized by the Board of Auditors and an update on the main recommendations contained in documents A/61/5/Add.1 and A/61/5/Add.7;

10. Takes note of the steps taken by the Administrator of UNDP and the Executive Director of UNFPA to work with UNICEF and other United Nations organizations to standardize their financial management in the context of the transition to the international public sector accounting standards; and requests the Administrator and the Executive Director to inform the Executive Board of their progress in that regard.

26 January 2007

2007/11
Draft outline of the UNFPA strategic plan, 2008-2011

The Executive Board,

1. Notes the information provided by the UNFPA Executive Director on the draft outline of the UNFPA strategic plan, 2008-2011, and also notes the intention of the
Executive Director to provide a draft strategic plan, 2008-2011, three weeks prior to the annual session 2007, for formal discussion;

2. Notes also the intention of the Executive Director to present the draft strategic plan, the draft global and regional programmes, the draft resource allocation system and the draft organizational structure in a comprehensive package at the annual session 2007, looks forward to receiving further elaboration on this package during the process of preparing the strategic plan, and encourages the further development of goals, objectives, outcomes and indicators, to sharpen the focus of the vision and business of the UNFPA strategic plan and to ensure proper evaluation, reporting of results, transparency and accountability;

3. Further notes the timeline proposed by UNFPA for the preparation of its prospective strategic plan, and requests the Executive Director to consult widely with Member States and United Nations partner organizations;

4. Requests the Executive Director, in preparing the draft UNFPA strategic plan for the annual session 2007, to take into account the comments of Member States;

5. Requests UNFPA to reflect on lessons and challenges from implementing its current multi-year funding framework (MYFF), 2004-2007, in the context of changes that may be proposed in the new strategic plan, as compared to the MYFF, especially in terms of the main focus areas, business practices and organizational structures;

6. Also requests the Executive Director, in planning and reporting, to harmonize terminology, definitions and formats, using United Nations Development Group-harmonized terminology as a basis, wherever possible.

26 January 2007

2007/12 Overview of decisions adopted by the Executive Board at its first regular session 2007

The Executive Board,

Recalls that during its first regular session 2007, it:

Item 1

Elected the following members of the Bureau for 2007:

President
H.E. Mr. Carsten Staur (Denmark)

Vice-President:
Ms. Fernande Afiavi Houngbedji (Benin)

Vice-President:
H.E. Mr. Iftekhar Ahmed Chowdhury (Bangladesh)

Vice-President:
Mr. José Briz Gutiérrez (Guatemala)

Vice-President:
Mr. Andriy Nikitov (Ukraine)
Adopted the agenda and work plan for its first regular session 2007 (DP/2007/L.1);
Approved the report of the second regular session 2006 (DP/2007/1);
Reviewed the annual work plan 2007 (DP/2007/CRP.1), and agreed to finalize it following further discussion;
Reviewed the tentative work plan for the annual session 2007, and agreed to finalize it following further discussion;
Agreed to the following schedule for the remaining sessions of the Executive Board in 2007:

Annual session 2007: 11-22 June 2007
Second regular session 2007: 10-14 September 2007

**UNDP segment**

**Item 2**

**UNDP strategic plan, 2008-2011**


**Item 3**

**Programming arrangements**


**Item 4**

**Country programmes and related matters**

Approved the following country programmes:

Africa: Central African Republic, Eritrea, Ethiopia, Gabon, Gambia, Guinea, Mozambique, Sao Tome and Principe, Senegal, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe;

Arab States: Algeria, Egypt, Morocco, Saudi Arabia, Somalia, Syrian Arab Republic, Tunisia and Yemen;

Asia and the Pacific: Lao People’s Democratic Republic, Mongolia and Thailand;

Europe and the Commonwealth of Independent States: Croatia, Republic of Moldova and the Republic of Montenegro;

Latin America and the Caribbean: Belize, Brazil, Chile, Dominican Republic, El Salvador, Honduras, Jamaica, Panama, Paraguay and Uruguay;

Agreed that UNDP would submit a revised country programme for the Democratic People’s Republic of Korea, for approval by the Executive Board, as soon as the required adjustments had been made.
Item 5
Evaluation
Adopted decision 2007/4 of 26 January 2007 on the evaluation of UNDP assistance to conflict-affected countries;
Adopted decision 2007/5 of 26 January 2007 on the evaluation of the national human development report system;
Adopted decision 2007/6 of 26 January 2007 on the joint assessment of the progress in the implementation of the cooperation agreement between the United Nations Industrial Development Organization and UNDP.

Item 6
Gender in UNDP
Adopted decision 2007/7 of 26 January 2007 on the annual progress report of the Administrator on the implementation of the gender action plan and the follow-up to the report of the Administrator on the organizational assessment of UNIFEM.

Item 7
United Nations Capital Development Fund
Adopted decision 2007/8 of 26 January 20067 on the strategic partnership between UNDP and UNCDF.

Item 8
United Nations Office for Project Services
Adopted decision 2007/9 of 26 January 2007 on the report on the financial and operational situation of UNOPS.

Joint UNDP/UNFPA segment
Item 1
Organizational matters
Adopted decision 2007/1 of 26 January 2007 on the extension of eligibility for consecutive terms in the Bureau of the Executive Board.

Items 9, 12 and 13
Financial, budgetary and administrative matters and Recommendations of the Board of Auditors
Adopted decision 2007/10 of 26 January 2007 on the joint UNDP and UNFPA report on the implementation of the international public sector accounting standards and reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA).

Item 14
Joint report to the Economic and Social Council
Took note of the joint report of the Administrator of UNDP and the Executive Director of UNFPA to the Economic and Social Council (E/2007/5).
UNFPA segment

Item 10
Country programmes and related matters

Approved the following country programmes:

Africa: Central African Republic, Eritrea, Ethiopia, Gabon, Gambia, Guinea, Mozambique, Sao Tome and Principe, Senegal, South Africa, United Republic of Tanzania, Zambia and Zimbabwe;

Arab States, Europe and Central Asia: Algeria, Egypt, Morocco, Republic of Moldova, Syrian Arab Republic, Tunisia and Yemen;

Asia and the Pacific: Democratic People’s Republic of Korea, Lao People’s Democratic Republic, Mongolia, Myanmar and Thailand;

Latin America and the Caribbean: Brazil, Dominican Republic, El Salvador, English- and Dutch-speaking Caribbean countries, Honduras, Panama, Paraguay and Uruguay.

Item 11
UNFPA role in emergency preparedness, humanitarian response, and transition and recovery

Heard an oral report on the UNFPA role in emergency preparedness, humanitarian response, and transition and recovery.

Item 15
Other matters


Joint meeting

Held a joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP on 19 and 22 January 2007, which addressed the following topics: (a) natural disaster preparedness; (b) MDG-1: interlinked approaches to poverty alleviation; (c) United Nations reform; and (d) gender dimensions of HIV/AIDS.

26 January 2007

2007/13
Report on funding commitments to UNFPA

The Executive Board,

1. Takes note of the report on funding commitments to UNFPA (DP/FPA/2007/8), welcomes the substantial increase in the 2006 regular income level, as well as the increase in 2006 co-financing income, resulting, inter alia, from increased contributions from a number of donors, and also welcomes the contributions made by programme countries, which have enabled UNFPA to reach its highest ever number of donors;
2. **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 mobilizing supplementary resources for its programmes;

3. **Recognizes** that sustaining and improving the UNFPA funding level will require countries that are in a position to do so, to augment their funding efforts during the period of the UNFPA strategic plan, 2008-2011;

4. **Encourages** all countries that are in a position to do so to make contributions early in the year and to make multi-year pledges;

5. **Emphasizes** that UNFPA requires strong political and increased financial support as well as increased and 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.

15 June 2007

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**2007/14**

**Interim allocation for the UNFPA biennial support budget, 2008-2009**

*The Executive Board,*

1. **Approves** an interim one-month budget allocation for January 2008, in the amount of $9 million, pending final approval of the UNFPA biennial support budget for 2008-2009;

2. **Agrees** that the interim budget allocation will be part of and not incremental to the biennial support budget for 2008-2009.

15 June 2007

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**2007/15**

**Review of the UNFPA policy on indirect cost recovery**

*The Executive Board,*

1. **Recalls** decision 2005/12 on the recovery of indirect costs for co-financing;

2. **Takes note** of the present report (DP/FPA/2007/9) and of the status of implementation of the new UNFPA cost-recovery policy;

3. **Reiterates** that regular resources, because of their untied nature, are the bedrock of contributions to UNFPA, and that regular resources should not subsidize the support costs of projects and programmes funded by other resources;

4. **Welcomes** the progress made within the United Nations Development Group (UNDG) on harmonizing cost-recovery policies and **encourages** UNFPA to continue its active involvement in the UNDG working groups on this issue;

5. **Urges** the Executive Director of UNFPA to intensify consultations with the UNDG in order to reach a common agreement on what constitutes direct costs;
6. Further encourages UNFPA to consult with UNDP and UNICEF in order to harmonize cost-recovery principles for programme country contributions;

7. Takes note of the transparency and simplicity of the new cost-recovery policy, and reaffirms its endorsement of the new policy;

8. Encourages UNFPA to present proposals to the Executive Board, within the biennial support budget, 2008-2009, on how indirect cost recovery can be used to finance the management and administrative functions that support programme implementation;

9. Requests UNFPA to provide to the Executive Board, at its second regular session 2009, an update on the UNFPA policy on indirect cost recovery.

15 June 2007

2007/16

The Executive Board,


2. Notes the achievements reported in the UNFPA multi-year funding framework cumulative report, 2004-2007, including progress on the six outcomes of the strategic results framework;

3. Notes the analysis of lessons learned and encourages UNFPA to make use of these lessons in formulating its strategic plan, 2008-2011;

4. Notes with appreciation the participatory and consultative process conducted by UNFPA in developing the draft strategic plan, 2008-2011; the draft global and regional programme, 2008-2011; and the draft resource allocation system;

5. Notes the efforts made by UNFPA to strengthen results-based management and requests UNFPA to continue to strengthen the results-based focus in its programming;

6. Notes the clear structure of the draft strategic plan, 2008-2011;

7. Encourages UNFPA to make the indicators at all levels more precise, in order to better measure its performance;

8. Requests UNFPA to take into account the comments of the Executive Board in finalizing the strategic plan, 2008-2011; the global and regional programme, 2008-2011; and the resource allocation system.

15 June 2007
2007/17
Status of funding commitments to UNDP

The Executive Board,

1. Takes note of the report on the status of regular resources funding commitments to UNDP and its funds and programmes for 2007 and onwards (DP/2007/18);

2. Notes with concern that after exceeding the annual targets for 2004 and 2005, UNDP has not been able to meet the third (2006) annual funding target of its second multi-year funding framework (MYFF), covering the period 2004-2007;

3. Notes with appreciation that current projections suggest that meeting the overall multi-year funding framework target by 2007 – the end year of the current cycle – is within reach;

4. Stress that regular resources form the bedrock of UNDP finances, and requests all countries that have not yet done so to provide contributions to regular resources for 2007;

5. Encourages those countries that have already made their contributions to consider supplementing their 2007 contributions, if they are in a position to do so, so as to regain the momentum in rebuilding the regular resource base of UNDP;

6. Also encourages Member States to announce pledges – on a multi-year basis if feasible – and payment schedules for the new planning cycle covering the period 2008-2011, and to adhere to such pledges and payment schedules thereafter.

19 June 2007

2007/18
Report on UNDP cost recovery effectiveness

The Executive Board,

1. Recalls decision 2003/22 in which the current approach to cost recovery was endorsed and takes note of the report on the assessment of the cost recovery effectiveness (DP/2007/36), while noting that the report does not contain sufficient information on the costs incurred in providing management support, as requested in decision 2006/30;

2. Reiterates that regular resources, because of their untied nature, inter alia, are the bedrock of the operational activities of UNDP, and, in this regard, notes with concern that the relative share of regular resources available to UNDP has decreased, and encourages all donors to strive to increase contributions to regular resources;

3. Recalls the objectives set out in decision 2006/30 that all other resources should support the priorities in the strategic plan and that regular resources should not subsidize the support costs for programmes funded by other resources;

4. Encourages UNDP to provide detailed information to programme country partners on the income and expenditure of programme support costs in country programme budgets;
5. **Encourages** UNDP to present a proposal to the Executive Board, with the biennial support budget, 2008-2009, on how indirect cost recovery is allocated in support of programme implementation;

6. **Welcomes** the recent progress in alignment of cost recovery policy among United Nations Development Group Executive Committee agencies, and encourages the Administrator, in his role as chair of the UNDG and in consultation with other UN agencies, to further develop a common approach to recovery of costs for management of joint activities and the provision of services;

7. **Encourages** UNDP to intensify consultations with UNFPA and UNICEF to standardize the methodology of calculating administrative costs; and to harmonize cost-recovery principles for programme country contributions with the objective of ensuring full recovery of all costs for implementing activities financed from these contributions;

8. **Decides** that, for the time being:

   (a) A recovery rate of 7 per cent be adopted for recovery of indirect support costs for new third party contributions;

   (b) Maintain a basic 3 per cent recovery rate of indirect support costs for all new programme country contributions;

9. **Decides** to maintain the authority of UNDP to grant waivers to the cost recovery rate through a case-by-case review that would take into account specific priorities, modalities incurring lower indirect costs, and harmonization goals, and to inform the Board on all exceptions in the annual financial reporting;

10. **Requests** the Administrator to review existing framework agreements and other co-financing arrangements in order to align their relevant provisions with this decision;

11. **Requests** the Administrator to keep the Board informed through the annual financial reporting on the income accrued from third party contributions, programme country contributions and pass-through fund management, its allocation and reimbursement of management functions resources through the biennial support budget;

12. **Requests** the Administrator to report on the implementation of the cost-recovery policy, including the impact of the applied rates on regular and other resources, as well as the use and allocation of indirect costs recovered, and with possible options of rate variations taking into account execution modalities and management expenses, for consideration at the second regular session 2009 in conjunction with the medium-term review of the strategic plan and the submission of the biennial support budget, 2010-2011.

*19 June 2007*
2007/19  
Interim allocation for the UNDP biennial support budget, 2008-2009

The Executive Board,

1. Approves an interim budget allocation for January 2008, in the amount of $31.5 million, pending final approval of the UNDP biennial support budget for 2008-2009;

2. Agrees that the interim budget allocation will be part of and not incremental to the biennial support budget for 2008-2009.

20 June 2007

2007/20  
Interim allocation for the UNIFEM biennial support budget, 2008-2009

The Executive Board,

1. Approves an interim budget allocation for January 2008, in the amount of $1 million, pending final approval of the UNIFEM biennial support budget for 2008-2009;

2. Agrees that the interim budget allocation will be part of and not incremental to the biennial support budget for 2008-2009.

19 June 2007

2007/21  

The Executive Board,

1. In order to ensure the efficient and effective delivery of the UNFPA mandate, requests the Executive Director of UNFPA to present to the Executive Board, at its second regular session 2007, an all-inclusive report on the existing UNFPA accountability framework and its monitoring and evaluation mechanisms.

20 June 2007

2007/22  
Multi-year funding framework cumulative report on UNDP performance and results for 2004-2006, and related matters

The Executive Board,

1. In order to ensure the efficient and effective delivery of the UNDP mandate, requests the Administrator to present to the Executive Board, at its second regular
session 2007, an all-inclusive report on the existing UNDP accountability framework and its monitoring and evaluation mechanisms.

21 June 2007

2007/23

The Executive Board,

1. Takes note of the cumulative report of UNIFEM on the multi-year funding framework (DP/2007/35);

2. Recognizes the contribution of UNIFEM in supporting programme countries to achieve internationally agreed development goals, including the Millennium Development Goals, as well as by assisting countries in linking progress on the Goals with efforts to advance the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, and Security Council resolution 1325;

3. Takes note of the efforts of UNIFEM to support the implementation of the triennial comprehensive policy review, including through its strengthened partnership with the United Nations Development Programme and other United Nations organizations, and its provision of technical expertise on gender equality through the United Nations Development Group (UNDG) policy development and coordination mechanisms;

4. Appreciates the UNIFEM leadership of the UNDG task team on gender equality, and encourages the Administrator, in his role as Chair of the UNDG, to ensure that the work of the task team on strengthening accountability and on implementing gender equality in United Nations country teams is supported and operationalized;

5. Encourages UNIFEM to develop its strategic plan, 2008-2011, by taking into account the results, achievements and lessons learned from its multi-year funding framework, 2004-2007, and further encourages UNIFEM to set out the concrete steps that it will take to promote gender equality within the United Nations development cooperation system, while considering its founding General Assembly resolutions 31/133 and 39/125;

6. Requests UNIFEM to take into account the comments of the Executive Board in finalizing its strategic plan, 2008-2011;

7. Takes note of the fact that while UNIFEM exceeded its overall resource projections, its ability to plan adequately was hampered by the absence of multi-year funding commitments and the modest growth in core contributions, and encourages Member States in a position to do so to ensure that UNIFEM reaches its target of $40 million in core resources in 2007;

8. Encourages UNIFEM to review its cost recovery policy and to report to the Executive Board, at its first regular session 2008, on this policy.

21 June 2007
2007/24
Annual report on evaluation

The Executive Board,

1. Takes note of the annual report on evaluation (DP/2007/21);
2. Commends UNDP for its progress in implementing the evaluation policy (2006/20), including the new practice of management responses, and underscores the importance of the continued independence of the Evaluation office and its relationship with the Executive Board;
3. Requests UNDP to improve the use of evaluation by making additional efforts to engage national stakeholders, by taking into account the views of national governments, as appropriate, and being mindful of the need for considering evaluation timing, sound planning, and broad dissemination of evaluation findings in a standardized format, using terminology that is widely understood;
4. Urges UNDP to continue to strengthen country and regional office capacity to manage evaluations, and stresses the need for a more systematic planning of evaluation, including the identification of appropriate resources and funding sources;
5. Reiterates the importance of incorporating capacity-building mechanisms at the project design and implementation stages, and requests management to intensify efforts so that programme and project design contains capacity development elements to improve the management capacity of national implementing institutions, with a view to achieving sustainability;
6. Encourages UNDP to continue to provide support to programme countries to develop national capacities in evaluation, increase awareness of the importance of evaluation as a basis for enhancing learning and programming decisions, and also encourages UNDP to ensure that evaluations are responsive to national demand;
7. Requests UNDP to address the key findings and lessons learned from previous evaluations in the preparation of the 2008-2011 strategic plan;
8. Approves the proposed programme of work for the Evaluation Office for 2007-2008, and stresses the importance of clear linkages of subsequent programmes of work with the future strategic plan.

22 June 2007

2007/25
Report on the implementation of the third cooperation framework for South-South cooperation, 2005-2007

The Executive Board,

1. Takes note of the report on the implementation of the third cooperation framework for South-South cooperation, 2005-2007 (DP/2007/30);
2. Encourages further efforts to mainstream South-South cooperation in UNDP, in the course of implementing the UNDP strategic plan, 2008-2011;
3. **Also encourages** the Special Unit for South-South Cooperation to promote South-South cooperation initiatives within the United Nations development system;

4. **Stresses** that capacity-building, knowledge sharing, and the dissemination of best practices and studies, should continue to be promoted in the technical and economic cooperation initiatives supported by the Special Unit for South-South Cooperation, as a means of achieving self-reliance and sustainability;

5. **Requests** the Special Unit for South-South Cooperation, whenever dealing with specific thematic areas, to ensure adequate coordination with the relevant organizations of the United Nations system and with regional and multilateral initiatives;

6. **Emphasizes** that the implementation of the three support platforms of the third cooperation framework for South-South cooperation will also utilize available local capacities in developing countries;

7. **Encourages** the Special Unit for South-South Cooperation to intensify its efforts to explore and undertake additional, innovative resource-mobilization initiatives to attract more resources, both financial and in-kind, to supplement regular resources and other funds for activities involving South-South cooperation;

8. **Looks forward to** the report of the ongoing evaluation of South-South cooperation and the response of UNDP as important tools in further considering the role of UNDP in South-South cooperation.

*22 June 2007*

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**2007/26**

Multi-year funding framework cumulative report on UNDP performance and results for 2004-2006, and related matters

*The Executive Board*

1. **Notes** the cumulative report on the UNDP multi-year funding framework (MYFF), 2004-2006 (DP/2007/17);

2. **Notes** the achievements reported in the UNDP multi-year funding framework cumulative report, 2004-2006, including uneven progress in some of the practice areas; and also **notes** the information provided on results and resources;

3. **Notes** the lessons learned, and **reiterates** its expectation that the lessons learned during this period will be incorporated in the strategic plan, 2008-2011;

4. **Notes** the increased strategic orientation of programme activities achieved through the establishment of goals and outcomes at corporate and programme levels and through the reduction of service lines, and also **notes** that the results-based management system underlying the MYFF 2004-2007, is still fragmented and incomplete;

5. **Also notes** that the integration of the development effectiveness drivers in the implementation of the 2004-2007 MYFF has been uneven, with insufficient emphasis on national ownership, South-South cooperation and gender equality, and **emphasizes** the need to strengthen these in the draft strategic plan, 2008-2011;
6. *Further notes* that earmarked resources have continued to far exceed the regular resources of UNDP, and that this affects the ability of UNDP to fulfil its mandate adequately and to effectively support the development agenda of partner countries; and that unearmarked contributions are vital for the coherence and harmonization of operational activities for development;

7. *Notes* with concern that the current draft of the strategic plan 2008-2011 does not sufficiently reflect concerns expressed by Member States during the consultative process, and therefore *requests* further consultations with the Executive Board, while also underlining the importance of duly consulting the principal United Nations partners in finalizing the strategic plan;

8. *Requests* UNDP to use General Assembly resolution 59/250, through which the General Assembly establishes key system-wide policy orientations for the development cooperation and country-level modalities of the United Nations system, as the relevant overarching policy framework for the UNDP strategic plan, 2008-2011;

9. *Requests* that the proposed draft strategic plan, 2008-2011, take into account the views and comments made by Member States, and in that context, *looks forward* to further discussion of the various chapters of the draft strategic plan.

21 June 2007

2007/27

**Annual report of the Executive Director**

*The Executive Board,*

1. *Takes note* of the annual report of the Executive Director of United Nations Office for Project Services (UNOPS) (DP/2007/31);

2. *Welcomes* the progress of UNOPS in implementing measures to improve its effectiveness and efficiency in line with its business strategy;

3. *Takes note* of the 2006 statement of revenues and expenditures, and of the fact that UNOPS contributed $8.9 million to its operational reserve;

4. *Also takes note* of the high level of 2006 business acquisition, which demonstrates continuing trust on the part of UNOPS partners;

5. *Requests* UNDP and UNOPS to give priority to the reconciliation of outstanding issues in the UNDP/UNOPS interfund account;

6. *Requests* UNDP and UNOPS to provide to the Executive Board, at its second regular session 2007, further details on the intended partial merger of certain functions of the Inter-Agency Procurement Services Office into UNOPS, including any comments and recommendations of the Management Coordination Committee of UNOPS.

22 June 2007
2007/28
Results-oriented annual report for 2006 and the strategic partnership between UNDP and the United Nations Capital Development Fund

The Executive Board,

1. Takes note of the results-oriented annual report (DP/2007/33) of the United Nations Capital Development Fund (UNCDF) and of the progress report on the UNDP-UNCDF strategic partnership (DP/2007/34);

2. Notes with appreciation the progress that UNCDF has made in implementing its business plan as well as its efforts in expanding its donor base and in improving burden-sharing;

3. Expresses concern that while UNCDF resource mobilization results improved in 2006, UNCDF did not reach its 2006 resource mobilization targets;

4. Welcomes the progress made in integrating the UNCDF contribution in the areas of local governance and micro-finance into the UNDP strategic plan, 2008-2011;

5. Requests UNDP and UNCDF to finalize the details of their strategic partnership in time to present a report on this partnership to the first regular session 2008, particularly with respect to: (a) integrating the UNCDF contribution into the UNDP strategic plan, 2008-2011; and (b) achieving the strategic and operational objectives of the partnership, as outlined in document DP/2007/11;

6. Reiterates its request that UNDP and UNCDF continue their efforts to secure stable programme funding for UNCDF activities, and requests UNDP and UNCDF to complete their consultations on appropriate funding strategies and programming arrangements, and to present a detailed proposal to the Executive Board at its second regular session 2007;

7. Stresses the need to strengthen the financial situation of UNCDF, and reiterates its call to donor countries, and other countries in a position to do so, to provide and sustain additional funding support for UNCDF programmes and activities in the least developed countries;

8. Requests UNCDF to inform the Executive Board of its cost-recovery policy, and to report to the Board on this policy at its first regular session 2008.

22 June 2007

2007/29
Internal audit and oversight: UNDP, UNFPA and UNOPS

The Executive Board,

1. Takes note of the reports on internal audit and oversight of UNDP (DP/2007/37) and UNFPA (DP/FPA/2007/14), and of the report of the UNDP Office of Audit and Performance Review on internal audit services to UNOPS in 2006 (DP/2007/38);
2. Welcomesthe greater attention of the internal audit reports to key and recurrent management issues; the clarity and format of the recommendations; and risk-based audit planning;

3. UrigesUNDP, UNFPA and UNOPS to continue to submit management responses to the Executive Board; and stresses that the continuous improvement of audit reporting and the submission to the Executive Board of management responses provide assurance regarding the functioning of internal controls;

4. RecallsGeneral Assembly resolution 59/250, which calls upon United Nations organizations to use, to the fullest extent possible, national execution and available national expertise and technologies as the norm in implementing operational activities;

5. Callsunp UNDP and UNFPA to further strengthen the national execution modality by addressing the operational risks and weaknesses identified in the audit reports, with particular attention given to capacity-building, and requestsun UNDP and UNFPA to inform the Executive Board of the implementation of the proposed actions;

6. Also requeststhe Administrator of UNDP to pay particular attention to risks related to the Atlas system, bank reconciliations and the management of trust-fund deficits, and to inform the Executive Board of the actions taken to mitigate those risks;

7. Further requeststhe Executive Director of UNFPA to pay particular attention to risks related to business processes and information technology, and to inform the Executive Board of the actions taken to mitigate those risks;

8. Urges the implementation of the recommendations of the audit reports by the management of UNDP and UNFPA, and requestsun UNDP and UNFPA to report on the implementation of these recommendations in their respective management responses, to be submitted to the annual session 2008 of the Executive Board;

9. Requeststhe Executive Director of UNOPS to ensure that the new audit mechanism to be implemented in July 2007 is effective and that adequate staff are provided to implement it, and further requeststhe Executive Director of UNOPS to provide an oral report to the second regular session 2007 of the Executive Board on the new audit mechanism;

10. Notes that accountability and transparency are integral to sound management;

11. Requests the Administrator of UNDP and the Executive Director of UNFPA to submit, for consideration and approval by the Executive Board at its first regular session 2008, an oversight policy that also defines the concepts of accountability and transparency as well as disclosure and confidentiality in the management of the operational activities of UNDP, UNFPA and UNOPS. In that regard, the Board further requeststhe Administrator of UNDP and the Executive Director of UNFPA to keep the Board regularly informed, including through an oral report submitted to the second regular session 2007 of the Board, on progress made in developing the components and principles of the oversight policy prior to its submission to the Board at its first regular session of 2008;

12. Recalls the establishment of the UNDP and UNFPA Audit Advisory Committees, and requeststhat the role of the Audit Advisory Committees, including
their independence, relationship with the Executive Board, and appointment procedures, is clarified in the oversight policy.

22 June 2007

2007/30
Overview of decisions adopted by the Executive Board at its annual session 2007

The Executive Board,

Recalls that during its annual session 2007, it:

Item 1
Organizational matters
1. Approved the agenda and work plan for its annual session 2007 (DP/2007/L.2);
2. Approved the report of the first regular session 2007 (DP/2007/15) and its corrigendum (DP/2007/15/Corr.1);
3. Agreed to the following schedule of future sessions of the Executive Board in 2007 and 2008:
   - Second regular session 2007: 10 to 14 September 2007
   - Election of Bureau for 2008: 11 January 2008
   - First regular session 2008: 21 to 24 January 2008
   - Annual session 2008: 2 to 13 June 2007 (Geneva)
   - Second regular session 2008: 8 to 12 September 2008
4. Adopted the tentative work plan for the second regular session 2007 of the Executive Board.

UNDP segment
Item 2
Annual report of the Administrator


Item 3
Funding commitments (UNDP)
Adopted decision 2007/17 on the status of funding commitments to UNDP.
Item 4
UNDP strategic plan, 2008-2011
Took note of the draft UNDP strategic plan, 2008-2011 (DP/2007/19) and the UNDP strategic vision on assistance to crisis-affected countries (DP/2007/20).

Item 5
Evaluation (UNDP)
Adopted decision 2007/24 on the annual report on evaluation.

Item 6
Human Development Report

Item 7
UNDP country programmes and related matters
Took note of the following UNDP draft country programme documents and the comments made thereon:

Africa
Draft country programme document for Cameroon (DP/DCP/CMR/1)
Draft country programme document for Comoros (DP/DCP/COM/1)
Draft country programme document for Guinea Bissau (DP/DCP/GNB/1)
Draft country programme document for Lesotho (DP/DCP/LSO/1) and its corrigendum (DP/DCP/LSO/1/Corr.1)
Draft country programme document for Malawi (DP/DCP/MWI/1)
Draft country programme document for Mali (DP/DCP/MLI/1)
Draft country programme document for Sierra Leone (DP/DCP/SLE/1)

Asia and the Pacific
Draft country programme document for Bhutan (DP/DCP BTN/1)
Draft country programme document for India (DP/DCP/IND/1)
Draft country programme document for Malaysia (DP/DCP/MYS/1)
Draft country programme document for Maldives (DP/DCP/MDV/1)
Draft country programme document for Papua New Guinea (DP/DCP/PNG/1)
Draft country programme document for Sri Lanka (DP/DCP/LKA/1/Rev.1)

Arab States
Draft country programme document for Bahrain (DP/DCP/BHR/1)
Draft country programme document for Djibouti (DP/DCP/DJI/1)
Draft country programme document for Jordan (DP/DCP/JOR/1)
Draft country programme document for United Arab Emirates (DP/DCP/ARE/1)

Europe and the Commonwealth of Independent States
Draft country programme document for the Russian Federation (DP/DCP/RUS/2)
Latin America and the Caribbean
Draft country programme document for Bolivia (DP/DCP/BOL/1)
Draft country programme document for Cuba (DP/DCP/CUB/1)
Draft country programme document for Suriname (DP/DCP/SUR/1)
Draft country programme document for Trinidad and Tobago (DP/DCP/TTO/1).


Approved the third one-year extension of the country programme for Timor-Leste; the second one-year extension of the country programme for Lebanon; and the first two-year extension of the country programme for Botswana (DP/2007/29).

Item 8
South-South cooperation

Item 9
United Nations Office for Project Services
Adopted decision 2007/27 on the annual report of the Executive Director of the United Nations Office for Project Services.

Item 10
United Nations Capital Development Fund

Item 11
United Nations Development Fund for Women

Item 12
Financial, budgetary and administrative matters
Adopted decision 2007/18 on the report on UNDP cost recovery effectiveness.

Adopted decision 2007/19 on the interim allocation for the UNDP biennial support budget, 2008-2009. Noted that the request of UNIFEM to postpone the submission of its biennial support budget, 2008-2009, to the first regular session 2008, was concordant with the request of UNDP for a similar postponement.

UNFPA segment

Item 13: Annual report of the Executive Director and
Item 16: UNFPA draft strategic plan and related matters


Item 14
Funding commitments to UNFPA

Adopted decision 2007/13 on the report on funding commitments to UNFPA.

Item 15
UNFPA country programmes and related matters

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

Africa
Draft country programme document for Cameroon (DP/FPA/DCP/CMR/5)
Draft country programme document for Comoros (DP/FPA/DCP/COM/5)
Draft country programme document for Guinea Bissau (DP/FPA/DCP/GBS/5)
Draft country programme document for Malawi (DP/FPA/DCP/MWI/6)
Draft country programme document for Mali (DP/FPA/DCP/MLI/6)
Draft country programme document for Sierra Leone (DP/FPA/DCP/SLE/4)

Arab States, Europe and Central Asia
Draft country programme document for Djibouti (DP/FAP/DCP/DJB/3)
Draft country programme document for Jordan (DP/FAP/DCP/JOR/7)

Asia and the Pacific
Draft country programme document for Bhutan (DP/FPA/DCP/BTN/5)
Draft country programme document for India (DP/FPA/DCP/IND/7)
Draft country programme document for Maldives (DP/FPA/DCP/MDV/4)
Draft country programme document for Papua New Guinea (DP/FPA/DCP/PNG/4)
Draft country programme document for Sri Lanka (DP/FPA/DCP/LKA/7)

Latin America and the Caribbean
Draft country programme document for Bolivia (DP/FPA/DCP/BOL/4)
Draft country programme document for Cuba (DP/FPA/DCP/CUB/7) and its corrigendum (DP/FPA/DCP/CUB/7/Corr.1)

Took note of the one-year extensions of the country programmes for Burundi, Côte d’Ivoire, Niger and Nigeria. Approved the two-year extension of the country programme for Botswana; the second one-year extension of the country programme for Haiti; the second one-year extensions of the country programmes for Lebanon and Sudan; and the third one-year extension of the country programme for Timor-Leste.
Item 16
UNFPA strategic plan and related matters
Took an oral decision authorizing UNFPA to prepare its biennial support budget, 2008-2009, on the basis of scenario 3, contained in the review of the organizational structure of UNFPA (draft document dated 30 May 2007), with formal adoption of the decision to be taken at the second regular session 2007.

Item 19
Financial, budgetary and administrative matters (UNFPA)
Adopted decision 2007/15 on the review of the UNFPA policy on indirect cost recovery.

Joint UNDP/UNFPA segment
Item 17
Internal audit and oversight
Adopted decision 2007/29 on internal audit and oversight: UNDP/UNFPA and UNOPS.

Item 18
Field visits
Took note of the report on the joint field visit of the Executive Boards of UNDP/UNFPA, UNICEF and WFP to Liberia (24 February-4 March 2007).

Items 12 and 19 (continued)
Financial, budgetary and administrative matters
Recalled its decision 2005/33; took note of the revised biennial support budget format as proposed in the informal mock-up budget document; and requested the Administrator of UNDP and the Executive Director of UNFPA to present a preliminary draft biennial support budget, 2008-2011, in the results-based format, based on information available, for the consideration of the Executive Board at its second regular session 2007.

Item 20
Other matters
Held an informal briefing on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS.
Held informal consultations on the draft UNDP strategic plan, 2008-2011.
Held informal consultations on the draft UNIFEM strategic plan, 2008-2011.
Held a special event (UNDP) on the mid-point progress of the Millennium Development Goals.

22 June 2007
2007/31
Annual review of the financial situation, 2006 (UNDP)

The Executive Board,

1. Takes note of the annual review of the financial situation, 2006 (DP/2007/41) and its addendum (DP/2007/41/Add.1);

2. Notes that the pledges of $1 billion and receipt of $725 million so far in 2007 in contributions to regular resources is a positive step towards achieving the $1.1 billion target, and encourages Member States in a position to do so to continue funding regular resources to meet the framework target.

14 September 2007

2007/32
UNDP strategic plan, 2008-2011

The Executive Board,

1. Having considered the UNDP strategic plan, 2008-2011 (DP/2007/43);

2. Stresses that the UNDP strategic plan, 2008-2011, is a living document, which will be reviewed by the Executive Board on a regular basis during the plan period;

3. Endorses:

   (a) The UNDP strategic plan, 2008-2011, as amended and augmented by this decision;

   (b) The following process of continual improvement of the plan:

      (i) Issuance by the Administrator of an updated version of the strategic plan at the first regular session 2008 of the Executive Board, reflecting all the provisions of the current decision;

      (ii) Discussion and consideration of the draft accountability framework at the first regular session 2008 of the Executive Board;

      (iii) Submission of implications of the 2007 triennial comprehensive policy review for the strategic plan, including in the chapters on coordination, democratic governance, capacity development and crisis prevention and recovery, to the annual session 2008 of the Executive Board;

      (iv) Submission of updated development results and institutional results frameworks to the annual session 2008 of the Executive Board;

      (v) Inclusion in the Administrator’s annual report to the annual sessions 2008 and 2009 of the Executive Board of reports on operationalization of the strategic plan;

      (vi) Submission of a comprehensive report on performance and results to the annual session of the Executive Board 2010, and a midterm review of the strategic plan to the same session;

4. Decides that this decision will serve as the preface to and integral part of the UNDP strategic plan, 2008-2011;
5. **Reaffirms** that support to the achievement of the internationally agreed development goals, including the Millennium Development Goals, should be the basis of the UNDP strategic plan, 2008-2011;

6. **Stresses**, in this regard, that UNDP should focus on delivering effectively in the development-related areas, in particular with a view to eradicating poverty through development, equitable and sustained economic growth and capacity-building;

7. **Reaffirms** that the fundamental characteristics of the operational activities for development of the United Nations system should be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs of recipient countries in a flexible manner, and that the operational activities are carried out for the benefit of recipient countries, at the request of those countries and in accordance with their own policies and priorities for development;

8. **Recognizes** that the special needs of Africa, least developed countries, landlocked developing countries and small island developing states must be taken into consideration;

9. **Also recognizes** that support to capacity-development constitutes the overarching contribution of UNDP in assisting the efforts of programme countries to achieve internationally agreed development goals, including the Millennium Development Goals, and **underlines** that the emphasis of capacity-building includes institutional and human capacity-building in accordance with their national plans and strategies;

10. **Further recognizes** the importance of national ownership of development programmes, and requests UNDP to strengthen national ownership in the strategic plan and to further mainstream national ownership in all the areas of its work;

11. **Requests** UNDP to promote South-South cooperation by stepping up efforts to seek South-South solutions in all its focus areas, as a way to enhance exchange of best practices and support among developing countries regardless of their levels of development, and also requests the Administrator to establish measurable targets, in consultation with the Executive Board, for the Special Unit for South-South Cooperation;

12. **Stresses** that operational paragraph 5 of General Assembly resolution 59/250 regarding the national ownership of development programmes applies to all activities of UNDP, including its interaction with civil society;

13. **Emphasizes** that with the agreement of the host country, UNDP should assist national governments in creating an enabling environment in which the links between national governments, the United Nations development system, civil society, non-governmental organizations, and the private sector involved in the development process are strengthened, with a view to seeking new and innovative solutions to development problems in accordance with national policies and priorities;

14. **Urges** UNDP to continue to extend its support to programme countries within the context of the Hyogo Framework for Action as one of the members of the International Strategy for Disaster Reduction (ISDR) system, in close coordination with the ISDR secretariat;
15. *Recalls* the 2005 World Summit Outcome (A/RES/60/1), in which the world Heads of State and Government resolved to support the further mainstreaming of human rights throughout the United Nations system;

16. *Underscores* that while UNDP should uphold universal United Nations norms and standards, including those related to human rights, UNDP does not have any normative or monitoring role with regard to human rights;

17. *Emphasizes* that UNDP should take a human development-based approach to programming;

18. *Take notes* of the improved integration of a gender perspective into the UNDP focus areas, and *encourages* UNDP to continue to build internal capacity to address gender dimensions in its work including, inter alia, the creation of enabling incentives and accountability systems for staff at all operational levels, and *calls upon* UNDP to continue to mainstream a gender perspective and to pursue gender equality in country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets in that field in accordance with national development strategies;

19. *Stresses* the need for continuing efforts to achieve gender balance in appointments within UNDP at headquarters and country levels in positions that affect operational activities, including resident coordinator appointments, with due regard to representation of women from developing countries, and keeping in mind the principle of equitable geographical representation, and *requests* UNDP to inform the Executive Board regularly of progress made in this regard;

20. *Notes* the efforts of UNDP to focus its work and avoid unnecessary overlap and duplication with other funds and programmes and specialized agencies of the United Nations, and *underscores* that when requested by the government and after consultation with the United Nations organizations that have a mandate for operational activities in their respective areas of work, UNDP may exceptionally provide support in areas outside the agreed focus areas;

21. *Recognizes* that the work of UNDP at the country level may vary, dependent upon the particular situation in each programme country, taking into account the national legislation and other country-specific circumstances;

22. *Reiterates* that UNDP should use, to the fullest extent possible, national execution and available national expertise and technologies as the norm in the implementation of operational activities, bearing in mind the importance of building national capacity, simplifying procedures and aligning them with national procedures, and fostering responsible financial management of operational activities;

23. *Requests* UNDP to continue to review and improve the development results and institutional results frameworks, including in response to comments by the Executive Board, and *emphasizes*, in this regard, that the indicators should focus on measuring the contribution of UNDP to outcomes and delivery of outputs, not the performance of programme countries;

24. *Further requests* UNDP to provide information to clarify its role in monitoring the Millennium Development Goals, including goal 8, as well as its collaboration and complementarity with other entities;
25. *Stresses* the need to use terminology and approaches consistent with the outcomes of United Nations conferences and summits;

26. *Approves* the integrated financial resources framework for the period 2008-2011 as contained in document DP/2007/43, and *calls upon* all Member States in a position to do so to support UNDP in reaching the resources targets set out in the strategic plan and to commit, as early as possible, their contribution to UNDP regular resources for the years 2008 and onwards, if possible through multi-year pledges.

*5 October 2007*

**2007/33**

**Proposals on programming arrangements for 2008-2011**

*The Executive Board,*


2. *Reaffirms* the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations development system, which are, inter alia, universality, neutrality, multilateralism and its voluntary and grant nature and the capacity to respond to the needs of all recipient countries in accordance with their own development priorities; and in this context, *recognizes* the principles of the United Nations Development Programme activities, which include progressivity, impartiality, transparency and predictability of flow of resources for all recipient countries;

3. *Reconfirms* that, within the context of the programming arrangements and related decisions, the amount of regular resources available for programming for any given year is the total amount of regular income for that year minus: (a) the amount allocated to the biennial support budget for that year; and (b) any other amount of regular income that has been set aside as authorized by the Executive Board for other purposes than the programme lines of the programme financial framework as presented in table 6 of document DP/2007/44;

4. *Authorizes* the proposals of the Administrator to enhance the 2008-2011 programme financial framework as follows:

   (a) Introduce a systematic adjustment of country classification thresholds at the beginning of each programming cycle;

   (b) Establish a 50:50 share between TRAC-1 and TRAC-2, with regional flexibility of up to 10 per cent and without country limitation on TRAC-2 resource assignments;

   (c) Increase the annual programming base of the programme financial framework from $450 million to $700 million in nominal terms;
(d) Re-cost all fixed lines to account for inflation and provide limited annual volume increases to all existing fixed lines;

(e) Regularize the funding of the Programme of assistance to the Palestinian People (PAPP) through the introduction of a specific fixed line, in line with decision 2005/26;

(f) Introduce a specific fixed line for gender mainstreaming;

(g) Transfer the fixed line for evaluation to the biennial support budget;

5. Decides that, except for the changes endorsed in the preceding paragraph, all other legislative provisions of the programming arrangements remain unchanged;

6. Requests the Administrator to submit to the Executive Board at its first regular session 2008 information on: (a) country-by-country TRAC-2 allocations since 2005; (b) the methodology of TRAC-2 allocation; and (c) criteria for establishing specific fixed lines, for further consideration of these issues;

7. Also requests the Administrator to submit to the Executive Board, at its first regular session 2009, a report with proposals to realign cost classification of activities funded from the programme financial framework and the biennial support budget in the context of the preparation of the 2010-2011 biennial support budget;

8. Further requests the Administrator to submit to the Executive Board, a midterm review at its second regular session 2009, and a report with proposals for successor programming arrangements at the second regular session 2011.

14 September 2007

2007/34
Predictable programme financing for UNCDF

The Executive Board,

1. Requests UNDP to provide UNCDF, on an exceptional basis, with the amount of $6 million for 2008, and to increase efforts to work with UNCDF to provide it with stable programme resources by supporting joint programmes with UNCDF at country, regional and global levels;

2. Reiterates the request to UNDP and UNCDF to present a plan containing detailed proposals to this end for discussion at the first regular session 2008.

14 September 2007

2007/35
UNIFEM strategic plan, 2008-2011

The Executive Board,

1. Takes note of the UNIFEM strategic plan, 2008-2011 (DP/2007/45);

2. Recognizes that the UNIFEM strategic plan responds to the challenge of strengthening the implementation of national priorities for achieving gender equality and women’s empowerment;
3. Notes that the plan further defines the catalytic role of UNIFEM, in accordance with General Assembly resolution 39/125, and encourages UNIFEM to systematically document and disseminate effective strategies for supporting progress on gender equality and women’s empowerment in line with the national priorities of the programme countries;

4. Underscores the importance of support for capacity-development in programme countries and notes that the plan intends to identify concrete methodologies and measurements that underpin capacity development;

5. Underscores the importance of the close coordination of UNIFEM with other United Nations organizations in support of gender equality programming, including achieving greater clarity on the role of UNIFEM in accordance with General Assembly resolution 39/125 as a key driver to enhance United Nations system work on gender equality on the ground;

6. Stresses the importance of an integrated resources framework as an essential component for the implementation of the strategic plan;

7. Notes the resource mobilization projection in the UNIFEM strategic plan, 2008-2011, of $258.4 million in regular resources, which is significantly higher than current levels, and requests UNIFEM to provide, in a report to the Executive Board at its first regular session 2008, further information relating to the resource mobilization framework, including the potential impact on the strategic priorities and results set out in the UNIFEM strategic plan, 2008-2011, should regular resources not meet the projection;

8. Reiterates that the regular resources continue to be the bedrock of UNIFEM and essential to maintain the multilateral, neutral and universal nature of its work and calls upon donor countries and all other countries in a position to do so to increase their contributions to the regular resources of UNIFEM;

9. Recalls and endorses the strategic directions of UNIFEM as set out in previous intergovernmental resolutions and decisions related to UNIFEM;

10. Endorses the strategic priorities and results set out in the UNIFEM strategic plan, 2008-2011, and authorizes its implementation;

11. Requests the Executive Director to submit to the Executive Board, at its second regular session 2009, a midterm review of the strategic plan, 2008-2011.

14 September 2007

2007/36

Assistance to Myanmar

The Executive Board,

1. Takes note of the note by the Administrator on assistance to Myanmar (DP/2007/46) and of the report submitted by the independent assessment mission to Myanmar, in particular the strategic challenges and recommendations mentioned therein;

2. Requests that the Administrator take account of and implement the findings of the independent assessment mission, as appropriate, under the human development
initiative (HDI), and continue to ensure that it achieves the intended development results;

3. **Endorses** the proposed programme focus during the 3-year extension (2008-2010) of HDI, phase IV;

4. **Authorizes** the Administrator to allocate an estimated amount of $24.1 million from regular budget resources for the period 2008-2010. This will be supplemented by other resources mobilized in the amount of $24.9 million, within the envelope already approved by the Executive Board in 2005.

14 September 2007

2007/37
**Implementation of the recommendations of the Board of Auditors, 2004-2005**

The Executive Board,

1. **Takes note, with concern,** of the report of the Board of Auditors on the UNOPS financial statements for the biennium ended 31 December 2005 (Ad/61/5/Add.10);

2. **Notes** the progress made to date by the new UNOPS management to address financial and other related issues that had accumulated over a number of years;

3. **Takes note** of the report from UNOPS on the recommendations of the Board of Auditors for the biennium 2004-2005 (DP/2007/48), and requests UNOPS to report on the status of this implementation to the Board at its second regular session 2008.

14 September 2007

2007/38
**Proposed partial merger of certain functions of IAPSO with UNOPS**

The Executive Board,

1. **Welcomes** the transfer of the direct procurement functions carried out by UNDP/Inter-Agency Procurement Services Office (IAPSO) with respect to common user items and the associated strengthening of UNOPS as a central procurement resource to the United Nations system;

2. **Decides** that UNOPS is mandated to provide services to international non-governmental organizations (NGOs), where such provision furthers United Nations programmes and priorities of governments and is consistent with existing service provided by UNOPS, subsidiary to its core task of servicing the United Nations system;

3. **Decides** that, as of 2008, UNOPS will assume the responsibility given to UNDP/IAPSO pursuant to decisions 96/2 and 96/35 of compiling and submitting to the Executive Board, at its second regular session, the annual statistical report on the procurement activities of United Nations system organizations;
4. **Requests** the Executive Director to include, in his annual report to the Executive Board, an overview of UNOPS clients and services and information on the implementation of the partial merger, including provision of services to NGOs.

*14 September 2007*

**2007/39**

**Amendment to the instrument for the establishment of the restructured Global Environment Facility**

*The Executive Board,*

1. **Takes** note of the Note by Administrator on the proposed amendment to the instrument for the establishment of the restructured Global Environment Facility (GEF);

2. **Adopts** the amendments to the GEF instrument so as to provide the GEF Council with flexibility to hold its meetings outside the seat of the Secretariat, if necessary.

*14 September 2007*

**2007/40**

**UNFPA strategic plan, 2008-2011**

*The Executive Board,*

1. **Takes note** of the report (DP/FPA/2007/17) on the UNFPA strategic plan, 2008-2011: accelerating progress and national ownership of the Programme of Action of the International Conference on Population and Development (ICPD) and **recognizes** the strategic plan as the key tool for directing the work of UNFPA in supporting countries in implementing the ICPD Programme of Action and the Key Actions for the Further Implementation of the ICPD Programme of Action (ICPD+5) and in advancing the Millennium Development Goals;

2. **Takes note with appreciation** of the participatory consultative process undertaken by UNFPA in developing the strategic plan;

3. **Endorses** the strategic plan, 2008-2011, as contained in document DP/FPA/2007/17;

4. **Welcomes** the strengthened support to national development and **underscores** the importance of capacity development and national ownership in further enhancing national development;

5. **Recognizes** that programme countries, in the country programme development process, have the flexibility to choose the development results framework outcomes from the strategic plan that best respond to their national development priorities;

6. **Recognizes** the increased focus of UNFPA on results-based management and accountability and **encourages** UNFPA to continue to strengthen results-based management and accountability in the strategic plan, and to collaborate with other United Nations funds and programmes to harmonize approaches to results-based management;
7. Takes note of the accountability framework (DP/FPA/2007/20) and of the commitment of UNFPA to further strengthen its monitoring and reporting;

8. Approves the integrated financial resources framework for 2008-2011 as contained in document DP/FPA/2007/17 and encourages all countries in a position to do so to assist UNFPA in reaching the total figure for regular and other resources for 2008-2011, including through multi-year pledges;

9. Stresses that regular resources, because of their untied nature, continue to be the bedrock of UNFPA activities, enabling the effective implementation of the strategic plan, and calls upon donor countries and all other countries in a position to do so to increase substantially their contributions to the regular resources of UNFPA;

10. Requests the Executive Director to submit to the Executive Board, at its second regular session 2009, a midterm review of the strategic plan, 2008-2011.

14 September 2007

2007/41
UNFPA global and regional programme, 2008-2011

The Executive Board,

1. Endorses the proposed UNFPA global and regional programme, 2008-2011, as contained in document DP/FPA/2007/19;

2. Authorizes the Executive Director to commit an amount of $200 million over the four-year period, 2008-2011, for its implementation;

3. Requests the Executive Director to report to the Executive Board in 2009 and in 2011 on the implementation of the UNFPA global and regional programme, within the context of the annual report of the Executive Director.

14 September 2007

2007/42
Review of the system for the allocation of UNFPA resources to country programmes

The Executive Board,

1. Takes note of the review of the system for the allocation of UNFPA resources to country programmes as contained in document DP/FPA/2007/18;

2. Approves the approach, effective January 2008, for resource allocation as outlined in document DP/FPA/2007/18, and endorses the procedure for categorizing countries into groups A, B and C;

3. Approves the relative share of resources presented in table 4 of the above-mentioned document;

4. Also approves the changes suggested to country programme documents as outlined in paragraph 23 of the above-mentioned document;
5. **Recommends** that the distribution of resources to individual countries and particularly to those changing category, be made in a flexible manner, taking into account the need to ensure that the gains already made are not compromised;

6. **Requests** the Executive Director to undertake, as needed, a further review of the system for resource allocation in 2011 in the context of the review of the UNFPA strategic plan, 2008-2011.

14 September 2007

2007/43

**Review of the organizational structure of UNFPA**

(i) **Review of the organizational structure of UNFPA**

*The Executive Board,*


2. **Approves** the UNFPA organizational structure contained in the above-mentioned document and its corrigendum;

3. **Stresses** the need for further consultations among the United Nations Development Group on options for a co-located regional office for Eastern Europe and Central Asia;

4. **Decides** to review the location of the regional office for Eastern Europe and Central Asia, as part of the assessment of the implementation of the organizational structure, at the first regular session 2009, taking into account the comments of Member States and the evolving situation in the region;

5. **Requests** the Executive Director to present regular updates to the Executive Board, as appropriate, regarding the implementation of the organizational structure;

(ii) **The operational reserve**

*The Executive Board,*

Taking note of the recommendation on the operational reserve in paragraph 77 of document DP/FPA/2006/16 on the review of the organizational structure of UNFPA,

1. **Authorizes** the Executive Director, on an exceptional basis, to withhold a maximum of $11 million from the projected annual additions over two years to the operational reserve, above the current level of $72.1 million until 1 January 2009 to partially fund the one-time costs of $27.9 million;

2. **Requests** UNFPA to resume funding the operational reserve after meeting the above requirement of $11 million, in accordance with rule 112.1 of the Financial Rules and Regulations (Rev.7);

3. **Requests** the Executive Director to report to the Executive Board at its first regular session in 2009 on the state of the operational reserve.

14 September 2007
2007/44
Overview of decisions adopted by the Executive Board of UNDP/UNFPA at its second regular session 2007

The Executive Board,

Recalls that during its second regular session 2007, it:

Item 1
Organizational matters

Approved the agenda and work plan for the second regular session 2007;

Approved the report of the annual session 2007;

Agreed to the following schedule of sessions of the Executive Board in 2008:

- First regular session 2008: 21 to 24 January 2008
- Annual session 2008: 16 to 27 June 2008 (Geneva)
- Second regular session 2008: 8 to 12 September 2008.

UNDP segment

Item 2
Financial, budgetary and administrative matters

Adopted decision 2007/31 on the annual review of the financial situation, 2006 (UNDP);


Item 3
UNDP strategic plan

Took note of the report on the existing UNDP accountability framework and its monitoring and evaluation mechanisms (DP/2007/CRP.4);


Item 4
Programming arrangements


Item 5
United Nations Development Fund for Women (UNIFEM)

Item 6
Country programmes and related matters (UNDP)

Adopted decision 2007/36 on assistance to Myanmar;

Approved the following country programmes on a no-objection basis, without presentation or discussion:

**Africa**: Cameroon, Guinea-Bissau, Lesotho, Malawi, Mali and Sierra Leone;

**Arab States**: Bahrain, Djibouti, Jordan and the United Arab Emirates;

**Asia and the Pacific**: Bhutan, Malaysia, India, Maldives, Papua New Guinea and Sri Lanka;

**Europe and the Commonwealth of Independent States**: Russian Federation;

**Latin America and the Caribbean**: Bolivia, Cuba, Suriname and Trinidad and Tobago;

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

Draft regional programme document for Africa
Draft regional programme document for Asia and the Pacific
Draft regional programme document for Latin America and the Caribbean

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

**Africa**
Draft country programme document for the Democratic Republic of the Congo (DP/DCP/COD/1)
Draft country programme document for Equatorial Guinea (DP/DCP/GNQ/1)
Draft country programme document for Liberia (DP/DCP/LBR/1)
Draft country programme document for Madagascar (DP/DCP/MDG/1)
Draft country programme document for Rwanda (DP/DCP/RWA/1)
Draft country programme document for Togo (DP/DCP/TGO/1)

**Arab States**
Draft country programme document for Kuwait (DP/DCP/KWT/1)
Draft country programme document for Somalia (DP/DCP/SOM/1/Rev.1)

**Asia**
Draft multi-country programme document for Fiji (DP/DCP/FJI/1)
Draft country programme document for Nepal (DP/DCP/NPL/1)
Draft multi-country programme document for Samoa (DP/DCP/WSM/1)

**Latin America and the Caribbean**
Draft country programme document for Colombia (DP/DCP/COL/1)
Draft country programme document for Costa Rica (DP/DCP/CRI/1)
Draft country programme document for Mexico (DP/DCP/MEX/1)
Draft country programme document for Nicaragua (DP/DCP/NIC/1)

Took note of the one-year extensions of the global programme and the country programme for Venezuela (DP/2007/47);

Approved the second one-year extension of the country programme for Haiti (DP/2007/47).

Item 7
United Nations Office for Project Services (UNOPS)
Adopted decision 2007/37 on the report on the implementation of the recommendations of the Board of Auditors, 2004-2005;

Adopted decision 2007/38 on the proposed partial merger of certain functions of the Inter-Agency Procurement Services Office (IAPSO) with UNOPS.

UNFPA segment

Item 8
Financial, budgetary and administrative matters (UNFPA)

Item 9
UNFPA strategic plan and related matters
Adopted decision 2007/40 on the UNFPA strategic plan, 2008-2011;

Adopted decision 2007/41 on the UNFPA global and regional programme, 2008-2011;

Adopted decision 2007/42 on the review of the system for the allocation of UNFPA resources to country programmes;

Adopted decision 2007/43 on the review of the organizational structure of UNFPA;

Item 10
Country programmes and related matters (UNFPA)
Approved the following country programmes on a no-objection basis, without presentation or discussion:

Africa: Cameroon, Comoros, Guinea-Bissau, Malawi, Mali and Sierra Leone;  
Arab States, Europe and Central Asia: Djibouti and Jordan;  
Asia and the Pacific: Bhutan, India, Maldives, Papua New Guinea and Sri Lanka;  
Latin America and the Caribbean: Bolivia and Cuba.

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

Africa
Draft country programme document for the Democratic Republic of the Congo (DP/FPA/DCP/COD/3)
Draft country programme document for Equatorial Guinea (DP/FPA/DCP/GNQ/5)
Draft country programme document for Lesotho (DP/FPA/DCP/LSO/5)
Draft country programme document for Liberia (DP/FPA/DCP/LBR/3 and Corr.1)
Draft country programme document for Madagascar (DP/FPA/DCP/MDG/6)
Draft country programme document for Rwanda (DP/FPA/DCP/RWA/6)
Draft country programme document for Togo (DP/FPA/DCP/TGO/5);

Arab States, Europe and Central Asia
Draft country programme document for Somalia (DP/FPA/DCP/SOM/1);

Asia and the Pacific
Draft country programme document for Nepal (DP/FPA/DCP/NPL/6)
Draft multi-country programme document for the Pacific Island countries (DP/FPA/DCP/PIC/4);

Latin America and the Caribbean
Draft country programme document for Colombia (DP/FPA/DCP/COL/5)
Draft country programme document for Costa Rica (DP/FPA/DCP/CRI/3)
Draft country programme document for Mexico (DP/FPA/DCP/MEX/5)
Draft country programme document for Nicaragua (DP/FPA/DCP/NIC/7);


Item 11
United Nations Capital Development Fund
Took note of the detailed proposal on funding strategies and programme arrangements.

Joint UNDP/UNFPA segment

Item 12
Internal audit and oversight

Heard oral reports on the progress made in developing the components and principles of the respective oversight policies of UNDP and UNFPA in preparation for their submission to the Executive Board at its first regular session 2008.

Item 13
Follow-up to the Programme Coordinating Board meeting of the Joint United Nations Programme on HIV/AIDS (UNAIDS)


Item 14
Field visits

Item 15
Other matters

Adopted decision 2007/39 on the amendment to the instrument for the establishment of the restructured Global Environment Facility;

Held the following informal briefings and consultations:

UNDP

Held informal consultations on:

(a) the preliminary draft of the UNDP biennial support budget, 2008-2009; (b) the preliminary draft of the UNIFEM biennial support budget, 2008-2009; and (c) the intended partial merger of certain functions of IAPSO into UNOPS;

UNFPA

Held informal consultations on:

(a) the preliminary draft of the UNFPA biennial support budget, 2008-2009; and (b) reproductive health commodity security.
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<td>RECOMMENDATIONS OF THE BOARD OF AUDITORS</td>
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<td>○ Reports of UNDP and UNFPA on the implementation of</td>
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<td>the recommendations of the Board of Auditors, 2004-2005</td>
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<td>INTERNAL AUDIT AND OVERSIGHT</td>
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<td>○ Report on the UNDP oversight policy (decision 2007/29)</td>
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<td>○ Report on the UNFPA oversight policy</td>
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<td>3 – 6 p.m.</td>
<td>11</td>
<td><strong>REPORTS TO THE ECONOMIC AND SOCIAL COUNCIL</strong></td>
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<td>○ Joint report of the Administrator of UNDP and the</td>
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<td>Executive Director of UNFPA to the Economic and Social</td>
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<td><strong>OTHER MATTERS</strong></td>
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<td>○ Adoption of pending decisions</td>
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<td><strong>ORGANIZATIONAL MATTERS</strong></td>
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<td>○ Adoption of the tentative work plan for the annual</td>
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<td><strong>Friday, 25 January</strong></td>
<td>10:00 a.m. – 1:00 p.m.</td>
<td>JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP/UNFPA, UNICEF AND WFP</td>
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<td>3:00 – 6:00 p.m.</td>
<td>JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP/UNFPA, UNICEF AND WFP (cont’d)</td>
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<td><strong>Monday, 28 January</strong></td>
<td>10:00 a.m. – 1:00 p.m.</td>
<td>JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP/UNFPA, UNICEF AND WFP (cont’d)</td>
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<td>3:00 – 6:00 p.m.</td>
<td>JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP/UNFPA, UNICEF AND WFP (cont’d)</td>
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