



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

Distr.: General
17 October 2014

Original: English

First regular session 2015

26 to 30 January 2015, New York

Item 1 of the provisional agenda

Organizational matters

**Report of the second regular session 2014
(2 to 5 September 2014, New York)**

Contents

<i>Chapter</i>	<i>Page</i>
I. Organizational matters..... <i>UNDP segment</i>	2
II. Statement by the Administrator and financial, budgetary and administrative matters.....	2
III. Funding commitments to UNDP	5
IV. Country programmes and related matters	6
XIV. Implementation of the quadrennial comprehensive policy review..... <i>UNFPA segment</i>	7
VI. Statement by the Executive Director and funding commitments to UNFPA.....	8
V. Updating the UNFPA oversight policy	11
VIII. Country programmes and related matters	12
VII. Financial, budgetary and administrative matters.....	12
IX. Implementation of the quadrennial comprehensive policy review..... <i>UNOPS segment</i>	13
X. Statement by the Executive Director and annual statistical report on the procurement activities of United Nations system organizations, 2013.....	14
<i>Joint segment</i>	
XI. Financial, budgetary and administrative matters.....	16
XII. Follow-up to the Programme Coordinating Board Meeting of the Joint United Nations Programme on HIV/AIDS	18
XIII. Field visits.....	19
XV. Other matters.....	19



I. Organizational matters

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

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

UNDP segment

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

5. In her opening remarks to the Executive Board (available on the [Executive Board website](#)), the Administrator addressed four main topics: UNDP response to simultaneous international crises, including the Ebola outbreak in West Africa; its support to key global development processes; progress in implementing the strategic plan 2014-2017, and the organizational restructuring; and the organization's financial resources and the importance of transparency and accountability. She began with a video showcasing UNDP work in support of the South Pacific tuna fishing industry, focusing on sustainability challenges and livelihoods.
6. The Administrator stressed that the debilitating impact of crises and conflicts on development gains demanded the international community's focused attention. UNDP was fully engaged in the response to concurrent crises in line with its mandate to support early recovery and build resilience. She spoke of UNDP engagement in Iraq in assisting targeted and vulnerable communities. She touched on UNDP livelihoods work and resilience building in response to conflict in the Syrian Arab Republic, its damage assessment and recovery planning in Gaza, and its election audit support in Afghanistan. She highlighted UNDP governance stabilization programmes in the Central African Republic, as well as its early recovery, peacebuilding and reconciliation work in South Sudan. On the Ebola outbreak in West Africa, UNDP was actively engaged with affected countries and the wider United Nations system to coordinate and provide support to the national and regional response.
7. She stressed that to successfully address those crises and the broader challenges of poverty, climate change and environmental degradation, the international community had to agree on an ambitious global development agenda. UNDP support to the post-2015 development agenda process, as well as MDG acceleration, included helping countries to develop Millennium Development Goal (MDG) acceleration action plans, which facilitated transition from the MDGs to future sustainable development goals. She highlighted the leading UNDP role in

United Nations coordination and its commitment to working with the United Nations development system in empowering the resident coordinator system and making United Nations country teams and the system fit for purpose for the post-2015 world. She drew attention to UNDP work on climate change, highlighting its active role in organizing and participating in the Third International Conference on Small Island Development States. UNDP was likewise actively engaged in supporting the Secretary-General's Climate Change Summit 2014.

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

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

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

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

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

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

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

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

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

17. Board members welcomed progress on the integrated results and resources framework. They encouraged UNDP to expedite the framework's implementation and looked forward to further analysis on field capacity and performance and programme results. Some delegations called for future reports to include resources channelled to South-South cooperation in the context of trilateral agreements with UNDP. Delegations overall commended UNDP for an impressive annual report on the financial situation, which illustrated how data, information and analysis brought the organization's work to light. They underscored the importance of evaluation and urged UNDP to promote a culture of evaluation throughout the organization. They looked forward to a constructive evaluation policy review process, and encouraged UNDP to develop methodologies to better track outcomes and its contribution to them. They stressed

that UNDP had to be a standard-bearer in championing evidence-driven work. Underlining that transparency, results-orientation and efficiency were of key importance, Board members welcomed UNDP efforts to develop a publically accessible online platform to track results and resources, and reiterated the need for better risk management.

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

19. The Administrator highlighted that although difficult the organizational changes would prove worthwhile once completed. UNDP management was mindful of the geographical representation of staff during the selection process, and would regularly update the Board. On the issue of the longer-term governance structure of the United Nations development system, the funds and programmes were keenly attuned to the fit-for-purpose issue and engaged in discussions with the United Nations Development Group to ensure full alignment with the interactive dialogue that would take place in the Economic and Social Council and would inform the Secretary-General's 2016 quadrennial review report.

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

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

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

III. Funding commitments to UNDP

23. As part of her opening statement, the Administrator introduced the status of regular resources funding commitments to UNDP and its funds and programmes for 2014 and onwards (DP/2014/21). She noted that contributions to UNDP regular resources in 2014 were projected to reach \$850 million, subject to exchange rate fluctuations, and included payments budgeted for 2013 but received in 2014. The total amounted to 49 per cent of the \$1.75 billion integrated

budget target for 2014-2015. She encouraged Board members that had not already done so to make their contributions as early as possible.

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

25. Board members thanked the Administrator for the consultative approach UNDP had followed – especially important in light of quadrennial review resolution 67/226 that put funding of the strategic plan and the integrated framework at the centre of the Board agenda. They concurred that core resources had to remain the bedrock of UNDP funding, as a prerequisite for its ability to be strategic, responsive and predictable in delivering results. They fully agreed with the organization's focus on mobilizing further resources, including at the local level, and encouraged it to attract further resources from the private sector in order to diversify the overall resource base.

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

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

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

IV. Country programmes and related matters

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

and elaborated on the country programme document for Sierra Leone, as well as the exceptional third one-year extension of the country programme for Guinea-Bissau.

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

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

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

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

34. The Executive Board took note of the first one-year extension of the country programme for Iraq (DP/2014/22/Add.1).

XIV. Implementation of the quadrennial comprehensive policy review

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

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

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

38. Several delegations, sympathetic to the idea of *critical mass plus*, sought clarification on the underlying assumptions for its estimated budget target calculation of \$11.9 to \$13.1 billion for the strategic plan, 2014-2017. They wished to learn how contributions to One United Nations funds could fit into the concept of critical mass plus. They understood that critical mass plus

requirements could evolve over time and looked forward to discussing that evolution as part of the recurring structured dialogue, preferably during annual reviews of the financial situation. In order to incentivize core contributions, some delegates recommended UNDP provide visibility for results achieved through core and recognition for core contributors. They encouraged UNDP to continue to consult with Member States in developing mechanisms and incentives for more flexible, predictable and less earmarked funding approaches. A group of delegations stressed that government cost-sharing, although earmarked, strengthened national ownership and contributed to the achievements of programme countries, and should be taken into account when considering mechanisms to incentivize less earmarked non-core funding. They urged UNDP to engage with other United Nations organizations in sharing funding best practices.

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

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

UNFPA segment

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

Statement by the Executive Director

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

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

had reinforced its evaluation function thanks to the adoption of a revised evaluation policy and the establishment of the Independent Evaluation Office.

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

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

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

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

47. Board members congratulated the Executive Director on his reappointment and commended his leadership. They stressed that the Fund's work was fundamental in achieving development gains that would only succeed through the empowerment of women and girls and the advancement of gender equality. The strategic plan, 2014-2017 recognized that imperative, focusing on universal access to sexual and reproductive health and reproductive rights, and the needs of women and young people. They commended the Fund's work to end female genital mutilation and early and forced marriage, especially of children. It was necessary to accelerate progress on the ICPD agenda and use it to ensure an ambitious, transformative post-2015 development agenda that reflected population issues. They commended UNFPA for its role in spearheading the ICPD review process, as well as its work on the Secretary-General's index

report, which underscored Member States' widespread support for the Cairo Programme of Action. They highlighted that UNFPA was a critical partner in the General Assembly Special Session on the ICPD Beyond 2014, and urged Member States to renew their commitment to the ICPD agenda.

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

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

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

51. In response, the Executive Director pointed out that ICPD Beyond 2014 and the post-2015 development agenda were more universal in nature than previous global development agendas. In adopting them, the world community was asking UNFPA to do even more, to reach out to women and girls wherever they might be, which required an equally ambitious funding strategy. UNFPA was committed to seeking out and engaging in new partnerships to ensure its ability to deliver, in line with nationally defined priorities. As it did not have a graduation policy, UNFPA would maintain its physical presence in programme countries, including middle-income countries, although the Fund would change its approach to better address programme country needs and focus more on new partnerships within countries. UNFPA would continue to prioritize youth and seek the cooperation of the Board to reach young people everywhere. The Executive Director, noting that the ICPD Programme of Action was a benchmark in moving forward, thanked the Board for its support in reinvigorating Open Working Group discussions. He appealed to Member States to ensure their highest level of representation at the General Assembly Special Session on ICPD Beyond 2014 to reaffirm their political and financial commitment to implementation, and if possible pledge additional resources.

Funding commitments to UNFPA

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

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

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

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

56. In response to the question on funding criteria for emergency preparedness, the Director, Programme Division, UNFPA, outlined the Fund's three levels of humanitarian response on which 'high-risk' was measured, from level one on strengthening countries' emergency response capacities to level three on engaging in full humanitarian response.

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

V. Updating the UNFPA oversight policy

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

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

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

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

VIII. Country programmes and related matters

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

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

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

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

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

VII. Financial, budgetary and administrative matters

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

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

69. In response, the Director, Division for Management Services, UNFPA, noted the Fund had made important progress against International Aid Transparency Initiative (IATI) principles, publically providing, for the first round in 2013, up-to-date data on how the Fund used its core and non-core resources in different projects and locations. Committed to transparency and

accountability, UNFPA was working through IATI so that by 2015 it would be able to publically provide regular quarterly updates on its performance, delivery and funding.

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

IX. Implementation of the quadrennial review

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

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

73. Delegations welcomed the Fund's proposals outlined in the conference room paper, which reflected an effort to translate the quadrennial review's call to enhance overall funding and improve the predictability and quality of resources into concrete actions. Pointing out, however, that UNFPA formulation of the common principles differed from those presented to the Board in December 2013, delegations requested that a level of consistency be retained across organizations. Furthermore, while appreciating the Fund's efforts to operationalize the concept of critical mass within the specific UNFPA context, fully aligning it with the integrated results and resources framework, they noted that it had limitations in terms of its actual potential to improve the Fund's funding structure and modalities. They encouraged UNFPA to continue to refine its concept of critical mass, which would evolve over time together with funding trends.

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

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

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

UNOPS segment

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

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

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

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

80. The Executive Director assured Board members that UNOPS would continue to benchmark its work against international standards; maintain and reinforce a zero tolerance

policy on fraud and ethical violations; increase its work on training; promote a culture of accountability; and renew its firm commitment to transparency. Despite successes, challenges loomed large, and UNOPS, in partnership with others, had to be prepared to manage a host of associated risks and uphold the highest standards of integrity, and it had to invest in people development and support colleagues and partners who chose to work in the most challenging environments for the betterment of others and toward real sustainable change.

81. As part of her opening statement, the Executive Director presented the annual statistical report on the procurement activities of the United Nations system, 2013 (DP/OPS/2014/5). The report highlighted the steady increase in United Nations procurement, reaching \$16.1 billion in 2013, an increase of 4.6 per cent from 2012. Most was spent on pharmaceuticals, healthcare services, medical equipment, transportation, construction and food. In the previous ten years, there had been a continuous positive increase in procurement from developing countries and economies in transition, currently representing over 60 per cent of total United Nations procurement. Between 2009 and 2013, procurement from those countries had increased by \$2 billion in total, and of the ten major countries supplying United Nations organizations in 2013 four were developing countries and economies in transition. The largest purchases came from the United Nations Procurement Division, the United Nations Children's Fund, UNDP, the World Food Programme, Office of the United Nations High Commissioner for Refugees, World Health Organization and UNOPS, in descending order – and represented more than 80 per cent of United Nations procurement spending.

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

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

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

85. Reflecting on the annual statistical report on United Nations system procurement activities, delegations were impressed by the quality and breadth of data, and underscored the importance of data gathering, analysis and disaggregation for measuring and tracking development progress. They underlined that the report's revelations clearly pointed to the ever greater need for United Nations development system to deliver as one – seeking gains and savings through smart solutions for joint procurement. They stressed the importance of seeking opportunities for green procurement, highlighting UNOPS key leadership role, and expressed

their strong support for UNOPS to reach out and create synergies across the United Nations system, while urging United Nations organizations to utilize UNOPS procurement services.

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

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

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

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

Joint segment

XI. Financial, budgetary and administrative matters

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

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

92. Delegations urged the organizations to seek opportunities together to aggregate demand and to determine how greater consolidated buying could influence markets and provide better prices and supply security. They were keen about the joint spending analysis of four key commodity service areas and wished to be informed of progress; they were interested to learn

how Member States could facilitate such initiatives. They called for joint procurement cooperation at country level to go beyond common services and procurement to include joint procurement of commodities and programme services, including at the planning, forecasting and benchmarking phases.

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

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

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

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

97. The Deputy Executive Director, UNOPS, highlighted that difficulties quantifying progress arose in part from lack of agreement among organizations on joint procurement definitions, and the continued recycling of unresolved issues. The organizations also lacked incentives to engage in joint procurement when they: (a) lost income or visibility because of joint procurement; (b) managed budgets that were not fungible; or (c) sought to protect vested interests. He pointed to two possible incentives for pursuing joint procurement: guaranteeing that an organization was not 'punished' for pursuing joint procurement when it worked against its better business sense, and leaving space for 'smart centralization' of procurement, since most savings took place at the headquarters level. He stressed the importance of such incentives and Board support, especially when disincentives were so powerful.

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

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

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

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

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

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

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

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

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

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

XIII. Field visits

107. The rapporteurs presented their respective reports on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme to Panama and El Salvador (DP/FPA/OPS-ICEF-UNW-WFP/2014/CRP.8) as well as the joint field visit to Fiji and Samoa (DP/FPA/2014/CRP.2)

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

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

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

XV. Other matters

Global Environment Facility: amendments to the Global Environment Facility Instrument – Note by the UNDP Administrator

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

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

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

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

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

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

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