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Programme, the United Nations
Population Fund and the United
Nations Office for Project Services**

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Organizational matters

**Report of the annual session 2013
(3 to 14 June 2013, New York)**

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I. Organizational matters

1. The annual session 2013 of the Executive Board of UNDP, UNFPA and UNOPS was held at the United Nations Headquarters, New York, from 3 to 14 June 2013.
2. The Executive Board approved the agenda and workplan for its annual session 2013 (DP/2013/L.2) and approved the report of the first regular session 2013 (DP/2013/9).
3. Decisions adopted by the Executive Board at the annual session 2013 appear in document DP/2013/39, which can be accessed at <http://www.undp.org/execbrd>.
4. The Executive Board agreed in decision 2013/26 to the following schedule for future sessions of the Executive Board in 2013:

Second regular session 2013: 9 to 13 September 2013.

UNDP segment

II. Statement by the Administrator and draft UNDP strategic plan, 2014-2017

5. In her opening [statement](#) to the Executive Board, the Administrator underscored the need for UNDP to adapt to a fast-changing world, noting the exciting and challenging times in development. In this regard, she reflected on the important guidance of the new strategic plan 2014-2017, the evolving post-2015 development agenda and the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR). She also provided a brief update on the acceleration of the Millennium Development Goals (MDGs) and the evolving post-2015 agenda and their reflection in the draft plan.
6. She presented an overview of key results of 2012 in the context of the cumulative review of the strategic plan 2008-2013, emphasizing successes in the areas of poverty reduction, democratic governance, crisis prevention and recovery, environment and energy. On institutional effectiveness over the last five years, she noted improved recruitment, transparency, accountability, and internal planning systems. In addition, she addressed the outcomes of the Independent Evaluation of the strategic plan.
7. In introducing the draft plan, she thanked the Executive Board Members and broader community of Member States for their active and constructive participation in the drafting process. She outlined the plan's major objectives, touching upon the vision, proposed outcomes, areas of work, partnerships landscape, and action on institutional transformation and the accompanying draft integrated results and resources framework. She emphasized areas of work the new plan will focus on for its final approval in the second regular session 2013.
8. On funding, she expressed appreciation to UNDP donors who have maintained their contributions despite fiscal and other related challenges. She reviewed the need for a predictable and "critical mass" of core resources and enhanced non-core resources. She gave a status update on public disclosure of audit reports and other transparency and accountability initiatives. In concluding, she made special mention of the continuing distress of people in the Syrian Arab

Republic and announced the UNDP part in an appeal for a broader response to the situation, including support to affected neighboring countries.

9. The Senior Adviser, Strategy and Change Implementation Group, highlighted key changes in the draft Plan, namely: (a) more focus with a single vision of poverty eradication and reduction of inequality and exclusion; (b) reduction from 25 to seven outcomes; and (c) additional focus at the country level, with no more than four outcomes per country programme. She reviewed feedback from Member States, inter alia: (a) clarification of the vision statement; (b) more prominence to, and mainstreaming of, South-South and triangular cooperation; (c) linkage with United Nations documents and international agreements; (d) clearer articulation in the areas of work and scope, especially on structural transformation; (e) clearer reference to job creation and livelihoods; (f) clearer distinction between disasters and conflict and prominence to conflict prevention; and (g) clarification of the legacy outcome as a reporting tool outside of the seven development outcomes. She announced the next draft plan would be ready by late June, followed by an informal consultation and final draft submission, with the accompanying integrated results and resources framework and integrated budget, to the Executive Board prior to the second regular session 2013.

10. In their general remarks, delegations welcomed the reappointment of the Administrator to a second term, highlighting progress made in the last few years in building UNDP into a more strategic, results-focused, transparent and accountable organization. On the annual report, they encouraged more analysis and results-based reporting in future reports and strengthening of institutional effectiveness, noting learning as key to organizational transformation. They requested more information on results from the 2012 annual business plan and annual corporate priorities and plans to implement a cluster-based approach to support services at the global and regional levels. A few delegations requested explanation on Joint Inspection Unit recommendations not yet fully implemented.

11. Delegations expressed concern about the continuing decline of regular resources and over-reliance of UNDP on restrictive, earmarked non-core resources. In this regard, they wanted more information on fundraising efforts and strategies in the event of additional core contribution shortfalls. They urged Member States to increase core resources and improve the quality of non-core resources for more flexible use.

12. Turning to the draft plan, delegations commended UNDP on the inclusive and transparent consultation process. They welcomed the plan's sharpened strategic vision and the structure and framework of seven development outcomes and three areas of work. At the same time, they suggested that the outcomes may be too ambitious given estimated funding levels and requested more strategic concentration on core priorities based on funding analysis prospects, UNDP's unique role, identification of activities to withdraw from, and clear division of labor with development partners, especially for sustainable development and green growth objectives. Delegations questioned the plan's "legacy and country-specific outcomes," remarking it risked diluting the seven main development outcomes.

13. Delegations highlighted the need to sharpen the integrated results and resources framework and for an integrated budget that links core and non-core resources to expected outcomes. They remarked the three areas of work as broad in scope, emphasizing ongoing assessment as critical in making sure UNDP contributions remain on distinct results. In this respect, they stressed the value of a strengthened evaluation office, the use of relevant indicators, baselines, milestones and targets at the output, outcome, and impact levels, and indication of risks and challenges. They also encouraged refinement in the theories of change, remarking some touched upon the UNDP role but needed more concrete, results-oriented information on UNDP's contribution to results. A few delegations requested an update on

harmonization of terminology across funds and programmes in building the results framework and on UNDP, the United Nations Population Fund, and the United Nations Children's Fund's joint efforts to strengthen the link between resources and results.

14. Delegations underlined the need for caution in using terminologies in the new Plan that have not been endorsed at the United Nations intergovernmental level and thus cannot be considered agreed upon for use in the United Nations development system.

15. Delegations stressed the importance of the plan's alignment with relevant intergovernmental mandates. They highlighted the QCPR as the backbone of the new plan, especially in its participative approach to achieving poverty eradication, time-bound obligations, guidelines for implementation, and sharing of best practices. On the evolving post-2015 agenda, delegations suggested the midterm review of the new plan as a timely platform for reviewing UNDP's core strategy in this respect. At the same time, they underscored the need to accelerate achieving the MDGs by 2015, including use of lessons learned, especially on South-South and triangular cooperation, and reflection of these in the new plan. In addition, they expected UNDP to take into account the green economy and Rio+20 outcomes.

16. Delegations made wide-ranging comments for more UNDP focus and reflection in the plan's proposed outcomes and areas of work, inter alia: (a) more prominence and mainstreaming of South-South cooperation and gender; (b) definition of women as agents of their own change; (c) comparative advantage of democratic governance, especially in fragile and post-conflict settings; (d) expansion of national capacity-building to mitigate and manage conflicts and underlying causes of violence; (e) broad country presence in countries prone to conflict and natural disasters; (f) human rights; (g) disability inclusive development at the regional, national and sub-national levels; and (h) UNDP work with the Joint United Nations Programme on HIV/AIDS, especially safeguarding rights of sexual minorities. Delegations also encouraged UNDP to define a partnerships strategy beyond the traditional aid agenda to include more South-South and triangular cooperation and international financial institutions, especially in the context of fragile states and women's empowerment.

17. On poverty eradication in the draft plan, delegations stressed for more emphasis on the poverty-environment nexus, economic transformation through job creation, new technologies, micro-finance for the poor, and special attention to structural transformation and pace of change in Africa. They urged for strengthened mechanisms for sustainable development and resource allocation to middle-income countries, where the majority of poor reside. In doing so, delegations called for a review of the new arrangements of UNDP physical presence in middle- and upper-middle income countries, stressing the importance of South-South and trilateral cooperation with UNDP for sharing knowledge and building capacity.

18. Delegations stressed the need for collaborative arrangements between UNDP and the United Nations Office for South-South Cooperation (UNOSSC), including clear division of reporting, accountabilities and tasks, reiterating the UNOSSC global and United Nations system-wide mandate, and for use of evaluation findings in designing UNDP's operational approach to South-South cooperation. They stated the arrangement should be subject of a decision of the United Nations General Assembly's High-Level Committee on South-South Cooperation.

19. Delegations emphasized for UNDP to instill a culture of learning and reflect evaluation findings and recommendations in the new plan. They underlined that lessons learned should be put into practice and in a more transparent way, and for concrete incentives for staff to make the necessary changes and be rewarded for innovation, all of which should be done as core

activities. They urged to increase the analytical and forecasting components of evaluations, and the speed and flexibility of the reaction to evaluation results.

20. Delegations underscored the priority to improve results at the country level and focus on activities with the greatest potential for impact on development outcomes. They urged that activities be demand-driven and grounded in national priorities and ownership, with effective design of capacity development projects and reflection in United Nations Development Assistance Frameworks, country programme documents and action plans.

21. Delegations urged UNDP to strengthen “Delivering as One” for more concrete and cost-effective results. In this regard, they suggested the following areas for inter-agency coordination and in tracking implementation of the QCPR, inter alia: (a) identification of common and manageable indicators and cross-cutting issues; (b) clear division of tasks and mandates, including for peaceful resolution of conflicts; and (c) to drive forward the harmonization of business practices and standard operating procedures from analysis to implementation. In stressing the need for empowered Resident Coordinators and United Nations country teams, delegations highlighted that UNDP, as manager of the Resident Coordinator system, should address its inherent conflict of interest by clearly outlining UNDP’s mandate in the new plan, to strengthen the ability to accomplish this with authority and integrity.

22. The Administrator welcomed the informative discussion and positive response to the process in developing the new plan. Along those lines, she noted a number of comments made as already taken on board through informal consultations and assured attention to those not yet addressed. She stressed alignment of the new plan with the QCPR and Rio+20 within the scope of the UNDP mandate and the evolving post-2015 agenda. In emphasizing linkages between environmental degradation and poverty eradication, she highlighted UNDP as the largest implementer of environment and energy programming in the United Nations system. She touched upon giving more prominence to South-South and triangular cooperation and interaction with the UNOSSC, lessons learned and recommendations from evaluations, partnerships, and UNDP’s coordination role. In closing, she emphasized this Board meeting as an important milestone on the path to agreeing to the new plan, integrated results and resources framework and integrated budget, and looked forward to working with Member States in achieving this objective.

23. The Executive Board adopted decision 2013/11: Cumulative review of the strategic plan and annual report of the Administrator: performance and results for 2012 and decision 2013/12: Draft UNDP strategic plan, 2014-2017.

III. Funding commitments to UNDP

24. The Associate Administrator introduced the item by providing an overview of UNDP response to the downward trend in regular resources and the QCPR in consideration and implementation of the new plan. The Assistant Administrator and Director of the Bureau for External Relations and Advocacy presented the status of regular funding commitments to UNDP and its funds and programmes for 2013 and onwards (DP/2013/13).

25. A few delegations expressed concern at the estimated 13.2 per cent drop in regular resources below the target in 2012, the fall in overall resources, and overreliance on a small number of donors to give an estimated 85 per cent of core resources. They urged UNDP to avoid use of core resources to subsidize non-core activities. Given the difficulty in the current economic climate for some Member States to justify continued high levels of core resources, delegations stressed the importance of a focused new plan with a strategy of resource

mobilization that reflects diverse sources of funding and a robust results framework that demonstrates UNDP contribution and reports in full on outcomes and effectiveness of activities.

26. In reiterating the QCPR call for Member States to make non-core contributions flexible and aligned with strategic priorities of programme countries and UNDP, and increase core contributions, delegations urged for more burden-sharing of costs among traditional and non-traditional donors and pressed for progress in defining a “critical mass” of regular resources with other funds and programmes. At the same time, they highlighted an increase by programme countries in their contributions to core resources and support for South-South cooperation initiatives and programmes implemented in their territories, including in-kind contributions such as rent-free office premises.

27. The Associate Administrator thanked delegations for their constructive comments. She outlined steps taken to make UNDP “fit for purpose” for the next plan, touching upon improvements in results-based management and reporting, engagement with programme country governments, and consultations with Member States. She emphasized efforts to increase UNDP impact in terms of potential for replication, informing policy and scaling up, highlighting the importance of transformational change for all. She recognized the integrated budget should reflect different types of core and non-core contributions and the cost-recovery solution. The Assistant Administrator and Director, Bureau of External Relations and Advocacy, reflected on actions required in establishing new partnerships and the need for predictable financing for UNDP and its partners in rolling-out the areas defined in the QCPR.

28. The Executive Board adopted decision 2013/13: Status of regular resources on funding commitments to UNDP and its funds and programmes for 2013 and onwards.

IV. Human Development Report

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

30. Delegations expressed concern about the use of concepts regarding the South and national sovereignty in the 2013 HDR, and underscored the need to focus on development successes in the South for potential replication and recognition of the increasing participation of the South in global economic institutions. They reiterated to avoid analysis of South-South cooperation using the same standards as North-South relationships or as replacement for North-South cooperation. For future reports, delegations urged for wider consultations with Member States headquartered in New York and clearer distinction on the UNDP role in promoting political concepts in the HDR.

31. The Executive Board took note of the update of the Human Development Report preparations and consultations.

V. Programming arrangements

32. The Assistant Administrator and Director, Bureau of Management, introduced the item. The Deputy Assistant Administrator and Chief Financial Officer presented the response to the Executive Board decision 2013/4 on UNDP programming arrangements (DP/2013/37).

33. A few delegations stressed that UNDP support be strategic and leverage United Nations Capital Development Fund (UNCDF) resources from third-party sources, such as regional and

multi-lateral banks, triangular cooperation and development-oriented funds. They emphasized the Economists' Programme and Development Support Services should focus on strategic interventions while traditional technical assistance should be covered at the country programme level. They added that this also applies to the Office of Development Studies in the context of the global programme. Delegations requested to know the proposed allocation figure for UNCDF, rationale for that figure, and implications on core resources as well as previous allocation rationale.

34. The Assistant Administrator and Director, Bureau of Management, reaffirmed investments to UNCDF would allow for closer integration of activities and leveraging of the UNCDF mandate, and that UNDP would continue to work with UNCDF on resource mobilization projection. The Deputy Assistant Administrator and Chief Financial Officer outlined next steps to finalize the UNCDF proposal for presentation to the Board at the second regular session. He spoke about the rationale for the allocation to UNCDF, welcoming suggestions from Member States to determine an appropriate allocation.

35. The Executive Board adopted decision 2013/18: Response to Executive Board decision 2013/4 on UNDP programming arrangements.

VI. Evaluation

36. The Director, Evaluation Office, presented the Annual report on evaluation (DP/2013/16). The Assistant Administrator and Director, Bureau of External Relations and Advocacy, provided the management response.

37. Delegations reiterated that evaluation is critical to performance and stakeholder confidence in UNDP work and encouraged UNDP to foster a culture of evaluation, including through the results and resources framework of the new plan. They also emphasized that the new plan should have its own evaluation plan. They suggested that future reports on evaluation should include a cumulative analysis of evaluation findings and recommendations and over-arching lessons learned.

38. Delegations expressed concern about the high number of decentralized evaluations still of low quality, the low completion rate among senior field managers of the on-line evaluation training course, the low number of evaluations on crisis prevention and recovery, and the need to better reflect evaluation findings in the new plan. They asked if Member States could access the organization's database of performance ratings and findings from project evaluations.

39. Delegations stressed the need for adequate financial and human resources to carry out the evaluation function, highlighting the low resources allocated and the decline in monitoring and evaluation capacity at the country-office level. Along these lines, they wanted to know how UNDP planned to achieve its objective of 100 per cent evaluation compliance across programme units.

40. Delegations urged for strengthened national evaluation capacity support and closer coordination with United Nations agencies, especially for country-office level joint evaluations, and to report back on such efforts. They asked that a gender perspective be incorporated into all future independent evaluations and reports on UNDP performance.

41. Delegations encouraged UNDP to share its evaluation training tools. On participation of the Evaluation Office in the United Nations Evaluation Group (UNEG), they asked for information on progress in strengthening evaluation capacities, elaborating common norms and standards, and revising UNEG mandates and working methods in 2013.

42. The Assistant Administrator and Director, Bureau of External Relations and Advocacy, outlined initiatives underway to strengthen results-based management and UNDP evaluation culture, reaffirming commitment to use evaluation knowledge and lessons learned to inform decision-making, particularly at the country level. The Director, Evaluation Office, elaborated on UNDP activities as co-chair of UNEG, gender in evaluations, and next steps in follow-up to the recent peer review of the Evaluation Office, agreeing to discuss the results of the peer review with the Executive Board in an informal meeting. He emphasized that the results-based approach in the new plan will aid in its evaluation during and after implementation.

43. The Director, Evaluation Office, presented the reports on eight independent evaluations, in the following order: Evaluation of the UNDP global programme, 2009-2013 (DP/2013/19); Evaluation of the regional programme for Africa (DP/2013/21); Evaluation of the regional programme for Asia and the Pacific (DP/2013/23); Evaluation of the regional programme for Europe and the Commonwealth of Independent States (DP/2013/27); Evaluation of the regional programme for Arab States (DP/2013/25); Evaluation of the regional programme for Latin America and the Caribbean (DP/2013/29); Evaluation of UNDP contribution to South-South and triangular cooperation (2008-2011) (DP/2013/31); and, Evaluation of the UNDP strategic plan 2008-2013 (DP/2013/17). The Assistant Administrator and Director, Bureau of External Relations and Advocacy, provided the management response.

44. Delegations would have liked, in all evaluations, more analysis of current structures, resources and the potential impact of reductions in core funding, such as whether the balance of resource investment and structure of regional centres is appropriate and under what conditions declining resources would become an actual risk for results. They also requested clarity on intended actions and specific timeframes in management response to regional programme evaluations.

45. Delegations underscored the ongoing perception of South-South and triangular cooperation in UNDP as reactive, fragmented and ad hoc in approach. In this regard, they stressed the need for, inter alia: (a) stronger guidance at the regional and country levels; (b) development of a comprehensive UNDP strategy for South-South cooperation to guide integration into all programmes; (c) greater coherence at UNDP's leadership level; and (d) reflection of evaluation recommendations in the new plan. They asked UNDP to urgently implement the recommendations of the evaluation and of the Joint Inspection Unit to develop collaborative arrangements with the UNOSCC, including through operational guidelines and mechanisms to support South-South cooperation at regional and country levels and clear lines of reporting and accountabilities.

46. Delegations stressed as a priority the need for improved administrative and programmatic performance at the country level to address the issue of small-scale projects without wider impacts or links to national policy processes. In this regard, they desired explicit implementation strategies, to include guidance to managers and a system for senior management to check the status of implementation and make adjustments to overcome challenges. They highlighted more alignment among country office programmes, national demand and corporate strategic outcomes, suggesting a review of financial and human resources at the country level, to include clarity of functions. They called for integration of regional programmes into country level results frameworks and emphasized the primary role of global and regional programmes as providing support to country offices.

47. On the global and regional programmes, delegations expressed concern of global advisory services becoming a substitute for country office staff requirements. In this respect, they welcomed the development of a corporate strategy to guide advisory services and requested

appropriate allocation of resources for advisory services among country, regional and global levels and clear distinction between policy functions and advisory or technical expertise. They underscored coordination between global and regional programmes to avoid duplications and improve synergies.

48. On the preparation of new regional programmes and for reflection in the new plan, delegations called for closer cooperation with Member States and countries in respective regions in defining priorities and activities, ensuring adequate resource mobilization and addressing of cross-border and country-specific problems. They stressed that the new global and regional programmes should be aligned with the new plan.

49. The Assistant Administrator and Director, Bureau of External Relations and Advocacy, and the Director, Evaluation Office, reiterated the importance of learning from evaluations and of maintaining an open dialogue with the Executive Board.

50. The Executive Board adopted decision 2013/15: UNDP evaluation.

VII. UNDP country programmes and related matters

51. The Associate Administrator introduced the item. The Assistant Administrator and Director, Bureau for Development Policy, presented the Report on the global programme, 2009-2013: performance and results (DP/2013/14) and extension of country programmes (DP/2013/15). The UNDP regional directors for Africa, the Arab States, Asia and the Pacific, and Latin America and the Caribbean, elaborated on the programmes from their respective regional perspectives.

52. In requesting more analysis in the report, such as aggregated findings on impact, delegations asked for a robust results framework, aligned with the new plan's results and resources framework, in the next global programme. They urged UNDP to strengthen policy and technical advisory services and create incentives for reform and for support to the United Nations country teams engaged in "Delivering as One".

53. The Executive Board reviewed a total of 10 draft country programmes, namely: Africa region – Benin, Burundi, Republic of Congo, Niger, Nigeria, Rwanda, and Togo; Asia and the Pacific States region – Bhutan; Arab States region – Egypt; Latin America and the Caribbean region – Cuba.

54. The draft common country programme for Rwanda and draft country programme for Egypt were approved, on an exceptional basis. The Executive Board took note of the first one-year extensions for Afghanistan, Angola, Kenya and Venezuela. They approved the second one-year extensions of the country programmes for Guinea-Bissau and Mali; the exceptional third-year extensions of the country programmes for Madagascar, Tunisia and Paraguay; the two-year extension of the country programme for Côte d'Ivoire; and the two-and-half-year extension of the country programme for South Sudan.

55. The Executive Board adopted decision 2013/14: Report on the UNDP global programme, 2009-2013 and took note of the draft country programmes.

VIII. United Nations Capital Development Fund

56. The Associate Administrator introduced the item by touching upon the inclusion of UNCDF in the new UNDP strategic plan and strengthening of the links tying the two

organizations, including through the unique financial mandate of UNCDF. The Executive Secretary, UNCDF, reported on results achieved in 2012 (DP/2013/33) and on the stakeholders consultations on scenarios for UNCDF's future. He highlighted significant results in programming, including the development of new financing instruments in local development finance, and the expansion of global thematic programmes in financial inclusion and progress achieved in partnerships and advocacy. He reviewed the key outcomes of the stakeholders consultations, which reaffirmed UNCDF value in the current aid architecture and identified opportunities that fit the UNCDF mandate. In outlining the intended process for drafting the UNCDF draft strategic framework 2014-2017, he noted that it would be drafted on the basis of the final version of the UNDP strategic plan. He thanked UNDP management, donors from the public and private sectors for their effective cooperation with UNCDF, as well as UNCDF staff for their dedication and hard work.

57. Delegations recognized the success of UNCDF in mobilizing financial support from the private sector and the overall growth in revenue and delivery as a sign of confidence in UNCDF programmes. At the same time, they expressed concern about the imbalance between regular resources and non-core contributions. They underscored the problem of UNCDF dependence on too few donors for core resources and the challenge to reach a "critical mass" in core funding. In this respect, they raised attention to the potential weakening of UNCDF leveraging of resources and programming in least developed countries (LDCs) at a time when efforts should be intensified to reach the MDGs and in relation to the post-2015 development framework.

58. Delegations urged Member States and other contributors to provide more core resources, reiterating the outcome from the stakeholders consultations suggesting a minimum annual increase of \$10 million in core resources to avoid a negative scenario. They underlined the need for a realistic and flexible recovery policy for private sector contributions, stressing that all projects should carry their own administrative costs.

59. Delegations viewed support to aspiring entrepreneurs in LDCs as critical. They encouraged more partnership with development groups such as the World Bank and with the private sector, including through pro-active outreach to impact investors. A number of delegations requested additional UNCDF support to LDCs in the areas of small and medium enterprises, new technologies, and public investments.

60. The Executive Secretary thanked delegations for their comments, emphasizing they resonated with those made during the stakeholders' consultations and welcomed more of these exchanges of information, advice and input. He reiterated his confidence in continuing the multi-stakeholder approach, especially in drafting the UNCDF strategic framework 2014-2017. He thanked donors for their consistent support to UNCDF. The UNDP Associate Administrator added that work was underway on the new UNDP strategic plan for a joint and coherent programmatic focus with UNCDF.

61. The Executive Board adopted decision 2013/16: Report on results achieved by the United Nations Capital Development Fund in 2012 and report on the stakeholders' consultations on scenarios for the future of UNCDF.

IX. United Nations Volunteers

62. The Associate Administrator introduced the item by reflecting that the evolution of United Nations Volunteers (UNV) is invaluable to determining a way forward, and thanked United Nations Volunteers and staff for their contribution to UNDP and the United Nations System. The Executive Coordinator, UNV, presented the Report of the Administrator on the evolution of the role and function of the United Nations Volunteers programme since its inception (DP/2013/34).

He provided an overview of UNV history from the start of its operations, through the evolution of its mandate. He highlighted that the report has strongly contributed to the development of the UNV first strategic framework (2014-2017), which is to be clear and purposeful, with focused planning, transparency and accountability for results, and in alignment with the UNDP strategic plan, 2014-2017.

63. Delegations welcomed UNV growth from a reactive organization into a global leader on volunteerism for peace and sustainable development, and in supporting a wide spectrum of activities of the United Nations, especially in peace-building efforts. In this regard, they encouraged UNDP to continue involving UNV in its programmatic and operational planning and decision-making and within the wider development system. They highlighted volunteer activities should match actual needs of respective communities and increase the motivation, leadership and skills of volunteers. Delegations encouraged UNV involvement in post-2015 agenda discussions and more engagement with, and use of lessons learned from, the South.

64. Delegations hoped that the UNV first strategic framework would be a milestone in the organization's evolution. They emphasized the following areas: (a) adequate monitoring and evaluation capacity and use of lessons learned; (b) expansion of partnerships to non-traditional partners; and (c) alignment with the planning cycle of other funds and programmes. Delegations stressed the importance of accompanying the new framework with a results and resources matrix that sets realistic targets and indicators to demonstrate UNV impact and organizational effectiveness and in reporting results. They underscored programme targets should describe the desired impact and not only organizational outputs.

65. Delegations encouraged more focus on youth volunteer programmes in the context of the United Nations Secretary-General's five-year action agenda. They emphasized successes in university volunteer schemes and use of volunteers for forums such as Rio+ 20 and trilateral cooperation and encouraged replication of such initiatives. They called upon Member States to contribute to the UNDP/UNV Youth Volunteer Trust Fund, among others.

66. Delegations expressed concern about the insignificant increase in the number of female United Nations Volunteers, highlighting the importance of gender mainstreaming in the new strategic framework and for strategies to overcome gender discrepancy for organizations deploying United Nations Volunteers, especially in peacekeeping missions. They requested information on the future of United Nations Volunteers after completion of their assignments.

67. The Executive Coordinator thanked delegations for their guidance and positive approach to the report and development of the strategic framework. He reaffirmed commitment to focus on desired impact in the measurement of results of UNV work. He touched upon engagement with emerging economies of the South, youth-focused programmes, post-2015 agenda discussions and volunteers in academia schemes. In closing, he emphasized volunteerism being increasingly recognized as a "global common good". The Associate Administrator stressed commitment to the culture of volunteerism and the importance of measuring the impact of volunteer work and welcomed further dialogue with Member States on gender balance.

68. The Executive Board adopted decision 2013/17: Report of the Administrator on the evolution of the role and function of United Nations Volunteers programme since its inception.

UNFPA segment

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

69. In his statement (available at <http://unfpa.org/public/site/global/home/exbrd/pid/12130>), the Executive Director highlighted progress and achievements in 2012; challenges for the future; and UNFPA efforts to create a more impactful and more accountable organization. He stated that 20 years after the International Conference on Population and Development (ICPD), the global community had affirmed that sexual and reproductive health (SRH) and reproductive rights were pivotal for sustainable development. He noted that the ICPD review, led by UNFPA, provided an opportunity to contribute to the future of population and development policies at national, regional and global levels. The global consultation aimed not only to advance the ICPD agenda but also to ensure its close integration into the post-2015 global development agenda. He thanked the Member States for their support and guidance in helping UNFPA achieve its results. He focused particularly on three areas: programme results; building a more accountable organization; and linking resources to results. He underscored UNFPA advocacy in helping reposition the family planning agenda at the forefront of the international stage, noting that a woman's ability to have children by choice, not chance, transformed lives, communities and countries. He drew attention to the significant declines in maternal mortality in numerous countries, while noting that progress had been uneven and sub-Saharan Africa still had high maternal mortality. He stated that the revised humanitarian strategy and standard operating procedures enabled UNFPA to respond to emergencies more efficiently and effectively. In observing the significant progress in financial management, he noted that UNFPA had an unqualified audit.

70. The Executive Director noted the initiatives to improve UNFPA operations, embrace innovations, and stay abreast of the changing global development landscape. He stated that at the heart of the new strategic plan, 2014-2017, was the "bullseye" which placed women, adolescents and youth at the centre of UNFPA work. UNFPA would deliver human rights-based programming to contribute to improving people's lives. UNFPA would work tirelessly to decrease the unmet need for contraception; reduce maternal mortality; stop HIV transmission; promote quality maternal health care; promote the SRH of young people; champion reproductive rights; and contribute to reducing gender-based violence (GBV). He noted that the process of developing the next strategic plan, 2014-2017, and the accompanying integrated budget, 2014-2017, was well advanced. He thanked the Member States for their engagement in the process and for their valuable feedback. He focused, inter alia, on support to South-South cooperation; addressing the needs of least developed countries (LDCs) and middle-income countries (MICs); obstetric fistula; and the UNFPA internal action plan to ensure compliance with General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR). He welcomed the attention accorded by the High-level Panel of Eminent Persons on the post-2015 Development Agenda to young people; gender equality; and SRH as essential ingredients of sustainable development.

71. Delegations commended the Executive Director's comprehensive statement and his leadership. They commended UNFPA global leadership in supporting countries in implementing the ICPD Programme of Action, the ICPD beyond 2014 review, Family Planning 2020, particularly with regard to ensuring SRH and reproductive rights. They expressed support for the inclusion of population issues in the post-2015 development agenda. They referred to the

High-level panel's emphasis on the empowerment of women and girls, including the target to ensure SRH and reproductive rights. Delegations appreciated UNFPA global advocacy and contributions regarding prevention of female genital mutilation/cutting (FGM/C), HIV, and obstetric fistula. They expressed concern that progress on Millennium Development Goal (MDG) 5 was lagging behind. Delegations were satisfied to note the robust financial state of UNFPA but expressed concern about the growing imbalance between regular (core) and other (non-core) resources. Delegations encouraged UNFPA to diversify its funding sources.

72. The need to scale up UNFPA support to LDCs and to ensure the sustainability of programme results was stressed by some delegations. Some delegations emphasized the need to increase South-South and triangular cooperation. The Fund's contributions to system-wide coherence and "Delivering as One" were commended. UNFPA commitment to scale up its humanitarian work was welcomed.

73. In underscoring the progress in Africa in reducing infant, child and maternal mortality and HIV prevalence, the African group noted their appreciation for the Executive Director and thanked UNFPA for its support. In praising UNFPA for being a learning organization, the group stressed the need to utilize the lessons learned from evaluations and emphasized that resources for evaluation should not adversely affect the resources for programming.

74. Delegations commended the Fund's inclusive and transparent process in developing the new strategic plan, 2014-2017, and sharpening the plan's focus. They stressed the importance of abiding by the principles of national ownership and national leadership. Delegations commended the UNFPA work to improve the correlation between the strategy and the results framework of the new strategic plan and looked forward to receiving a clear theory of change for each outcome, including a risk analysis and the value added by different types of partnerships. They were satisfied with the focused strategic direction set out in the "bullseye". They underscored that the new strategic plan must fully take into account the QCPR. They emphasized the need to enhance joint programming and synergistic partnerships with sister agencies and the private sector.

75. The Latin American and Caribbean States underscored the need for continued UNFPA presence in MICs and stated that UNFPA commitment to maintaining human, technical and financial resources in their region should be reflected in the new strategic plan. Regarding the new UNFPA business model, they asked for information on its implications and impact on programme countries. They observed that international migration and ageing were in line with the strategic plan's "bullseye" but were not mentioned in the draft strategic plan.

76. Some delegations acknowledged the enhancement of UNFPA internal management and the quality and effectiveness of programmes and were pleased to note the unqualified audit. They hoped UNFPA would produce an analysis of the impact of its new business model and resource allocation system on programme countries to enable Member States to understand the implications of the new strategic plan. Some delegations expressed concern regarding issues and risks pertaining to the global and regional programme (GRP) and noted the need for increased Executive Board oversight.

77. The Executive Director thanked the Executive Board members for their support. Noting that the organization was at an inflection point, he underscored that UNFPA counted on the support of Member States to take forward the people-centred ICPD agenda in the post-2015 development space. He emphasized the need to enhance progress towards MDGs 4 and 5. He thanked the Board for the valuable feedback concerning the development of the strategic plan, 2014-2017, noting that UNFPA would work with Member States regarding the resource allocation system and the rollout of the business plan. He noted that UNFPA was working to

address the issues raised around the GRP and improvements had been made in the GRP governance. He assured the Board that UNFPA would work to enhance accountability. He thanked the Board members for their engagement in the development of the integrated budget, 2014-2017. He underscored the commitment of UNFPA to the LDCs. He also affirmed the Fund's commitment to a human rights-based approach to programming. He assured the Board about the Fund's continuing commitment to work in such areas as humanitarian response, gender equity, GBV, persons with disabilities and South-South cooperation. He appreciated the Board's acknowledgement of UNFPA leadership in "Delivering as One" and the Fund's efforts in implementing the QCPR. He noted that UNFPA engaged with Member States at a variety of levels and valued their interaction, advice and support. He concluded by thanking the President, the Member States and UNFPA colleagues.

78. The Executive Board adopted decision 2013/19: Report of the Executive Director for 2012: Cumulative analysis of progress in implementation of the UNFPA strategic plan, 2008-2013.

XI. Funding commitments to UNFPA

79. The Director, Information and External Relations Division (IERD), introduced the report on contributions by Member States and others to UNFPA and revenue projections for 2013 and future years (DP/FPA/2013/4). She updated the financial data in the report, noting that the overall contributions revenue projection for 2013 for regular and co-financing resources was \$986.0 million (\$470.0 million for regular resources and \$516.0 million for co-financing resources). In providing additional details on regular and co-financing resources, she underscored UNFPA efforts to diversify and broaden the Fund's donor base.

80. Only one delegation intervened and was pleased to note the Fund's historical high in total revenue. The delegation, however, expressed concern about the growing imbalance between regular and co-financing resources and called on Member States to contribute to UNFPA regular resources. The delegation of China announced that in 2013 the Government would contribute \$1.2 million to UNFPA regular resources (an increase of \$150,000 over its 2012 contribution).

81. The Executive Director thanked China and all Member States for their contributions. He noted that UNFPA was totally dependent on voluntary funds. He assured the Executive Board that UNFPA would utilize the resources in an accountable and responsible way. He thanked the Chief, Resource Mobilization Branch, and his team for their efforts in mobilizing resources. The Director, IERD, thanked all the donors for their technical, political and financial support.

82. The Executive Board adopted decision 2013/20: Report on contributions by Member States and others to UNFPA and revenue projections for 2013 and future years.

XII. Country programmes and related matters

83. The Deputy Executive Director (Programme) provided an introductory overview of the draft country programme documents (CPDs) for Benin, Congo, Cuba, Egypt, Niger, Nigeria and Togo; the draft common country programme documents (CCPDs) for Bhutan and Rwanda; and the programme extensions for Afghanistan, Angola, Côte d'Ivoire, Guinea-Bissau, Kenya, Madagascar, Mali, Paraguay, South Sudan, Timor-Leste, Tunisia and Venezuela (Bolivarian Republic of). She informed the Executive Board that the draft CPD for Palestine had been withdrawn for technical reasons and would be presented to the Board at the second regular session 2013. Following that, the Officer-in-Charge, East and Southern Africa Regional Office;

the Director, West and Central Africa Regional Office; the Director, Arab States Regional Office; the Deputy Director, Latin America and the Caribbean Regional Office; and the Director, Asia and the Pacific Regional Office elaborated on the programmes from their respective regions.

84. Several delegations were pleased to note that the programmes had been developed in close consultation with the respective Governments and stakeholders and were well aligned with national plans and priorities. They expressed appreciation for the support and partnership provided by UNFPA. Delegations covered a range of issues in their comments on the various programmes, including the need to reduce maternal mortality; address the sexual and reproductive health of young people; strengthen the focus on family planning, including addressing the issue of commodity stockouts; enhance synergy and cooperation with other development partners, including the United States Agency for International Development; build capacity for data collection and analysis; address the issues of obstetric fistula and early marriage; and focus more attention on gender equality and the prevention of gender-based violence.

85. The following delegations thanked the Executive Board for consideration of their programmes/programme extensions and thanked UNFPA for its support: Benin, Bhutan, Congo, Cuba, Egypt, Kenya, Niger, Nigeria, Timor-Leste and Togo.

86. The Executive Board took note of the draft CPDs for Benin, Congo, Cuba, Niger, Nigeria, Togo and the draft CCPD for Bhutan and the comments thereon. The comments will be conveyed by UNFPA to the respective countries to take into account in finalizing the programmes, as per decision 2006/36. On an exceptional basis, in accordance with decisions 2012/17 and 2013/6, respectively, the Board approved the Rwanda and Egypt programmes. The Board also approved the programme extensions for Côte d'Ivoire, Guinea-Bissau, Madagascar, Mali, South Sudan and Tunisia; and took note of the programme extensions for Afghanistan, Angola, Kenya, Paraguay, Timor-Leste and Venezuela (Bolivarian Republic of).

87. The Deputy Executive Director (Programme), the Regional Directors, the Officer-in-Charge, and the Deputy Regional Director thanked the Executive Board for its support.

XIII. Evaluation

88. The Executive Director introduced the revised UNFPA evaluation policy (DP/FPA/2013/5). Reiterating his personal commitment as champion of evaluation at UNFPA, the Executive Director underscored that accountability remained a top priority both for him and the organization.

89. One delegation, speaking also on behalf of 17 other delegations, delivered a joint statement of strong support regarding the revised UNFPA evaluation policy. Other delegations also made interventions. The delegations commended UNFPA for the major achievement and thanked the Executive Director and senior management for the open, transparent and consultative engagement with the Executive Board in developing the revised UNFPA evaluation policy. They underscored that the revised policy would allow UNFPA to attain better development results in the field, for which institutional learning, greater accountability and evidence-based decision-making were crucial. The delegations welcomed, inter alia, the creation of an independent evaluation office with a direct reporting line to the Executive Board; adequate resourcing for the evaluation function; the clear delineation of roles and responsibilities among different stakeholders; the distinction between evaluation and other functions such as monitoring and audit; adherence to and implementation of the norms and standards of the United Nations Evaluation Group; a strengthened role of the Board regarding evaluation results;

and the commitment of the Executive Director to fostering a culture of evaluation in UNFPA. They also commented on various other aspects, including the selection of the head of the new Evaluation Office; the roles and responsibilities of regional advisers and regional offices with regard to evaluation as stipulated in the revised evaluation policy; transparency and knowledge sharing; and the need for UNFPA to make transitional arrangements when implementing the policy.

90. Delegations noted that the revised evaluation policy set the cornerstone for the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. They also noted that four important documents would be regularly presented to the Executive Board in a logical sequence: (a) the annual report of the Evaluation Office on the evaluation function; (b) the annual report of the Executive Director containing a part on evaluation; (c) the biennial budgeted evaluation plan; and (d) the integrated budget, including the management budget for the Evaluation Office. Delegations noted the Fund's commitment to strengthen the quality of evaluation at regional and country levels. Emphasizing that UNFPA should never lose sight of delivering results, they underscored that evaluation should contribute to improved learning and knowledge for delivering results. They stressed that the evaluation function should be independent, useful and transparent. They noted that for the next planned review both the revised policy and its implementation should be reviewed. They appreciated the work of the Evaluation Branch and the outstanding value received by the Board.

91. The Executive Director thanked the Member States for their constructive engagement. He also appreciated the work of UNFPA colleagues in preparing the revised evaluation policy. He underscored that UNFPA would utilize evaluation to improve the quality of services delivered to women, men and young people.

92. The Executive Board adopted decision 2013/21: Revised UNFPA evaluation policy.

UNOPS segment

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

93. The Executive Director presented the Annual report for 2012 (DP/OPS/2013/2) and UNOPS strategic plan, 2014-2017 (DP/OPS/2013/3). He provided an overview of financial and operational results, emphasizing increases in delivery services, especially in low-income countries and conflict-affected nations. In underlining the organization's drive toward excellence, he highlighted UNOPS becoming the first organization in the world to be awarded the four top project management certifications. On the strategic plan, he highlighted the drive for sustainability and supporting national capacity, and the focus on UNOPS areas of expertise: sustainable project management, sustainable infrastructure, and sustainable procurement. In this regard, he emphasized that with the proposed increase of focus on the use of national systems UNOPS may in the future manage smaller volumes of funds through implementation services while expanding its advisory role to governments in its focus areas. In closing, he reaffirmed commitment to delivering services that make a difference in coordination with United Nations organizations.

94. Delegations commended the results achieved in 2012, especially following the midterm review of the current strategic plan. They encouraged UNOPS to continue increasing its work in LDCs and conflict-affected countries and to strengthen gender impact analysis, environmental

safeguards, and a rights-based perspective in project management. They requested information on the new methodology for calculating UNOPS operational reserve and plans for consulting Member States in this regard, and the intention to increase the cost-recovery rate in the provision of advisory services.

95. Delegations welcomed the overall framework and focus of the new plan. They suggested additional national capacity focus on, inter alia: (a) preparedness and resilience to natural disasters, including building back better; (b) procurement of medical supplies to increase quality, availability and affordability of health services; (c) the use of new environmental standards; and (d) creation of conditions to allow developing countries to participate in the United Nations procurement system on equitable terms.

96. Delegations underscored the current trend away from joint procurement in the United Nations system as inefficient and worrisome. They stressed the QCPR mandate for harmonization and joint approaches in business practices, reiterating that joint procurement allows for cost savings and efficiency gains. They urged UNOPS to use its expertise in this area, requesting more information in this respect and emphasizing the wide scope for UNOPS to support inter-agency efforts.

97. The Executive Director reaffirmed his commitment to engage with partners for sustainable joint procurement practices and remarked on steps taken to review best practices in harmonization of business practices. The Deputy Executive Director, UNOPS, provided an overview of the new pricing policy and welcomed guidance from Member States on harmonization of joint procurement and business practices. He stressed that any significant investment from the excess of operational reserves over the requirement would be made in consultation with the Executive Board. In closing, the Executive Director welcomed consultations with the Board on the draft budget proposal for the next two years.

98. The Executive Board adopted decision 2013/22: Annual report of the Executive Director, UNOPS, and decision 2013/23: UNOPS strategic plan 2014-2017.

Joint segment

XV. Internal audit and oversight

99. The Director, Office of Audit and Investigations, UNDP, the Director, Division for Oversight Services (DOS), UNFPA, and the Director of Internal Audit and Investigations Group, UNOPS, introduced the respective annual reports (DP/2013/35; DP/FPA/2013/6; and DP/OPS/2013/4). The Chair of the UNDP Audit Advisory Committee (AAC) and the Chair of the UNFPA Audit Advisory Committee (AAC) were also present.

100. The UNDP Assistant Administrator and Director, Bureau of Management, the UNFPA Deputy Executive Director (Management) and the UNOPS Deputy Executive Director presented the respective management responses of the three organizations.

101. Delegations commended the work undertaken by the three organizations and welcomed the reports, including the AAC reports. They also commended the implementation of the policy on disclosure of internal audit reports. Delegations requested information on strategies being implemented at the organization-wide level to address procurement, project monitoring and asset management weaknesses, and the scope of the country office support initiative. They also emphasized the need for the organizations to present consistent data on allegations, investigation and outcomes across each year to enable Member States to track progress. They asked that audit

ratings be included for each audit report to clearly identify which ones revealed poor results. Delegations noted the value of joint audits and encouraged such collaboration. Referring to the 2011 report of UNDP on disciplinary measures taken in response to fraud, corruption and other wrongdoing, they asked UNFPA and UNOPS to produce similar reports.

102. Regarding UNDP, delegations expressed concern about insufficient resources to meet the broadening mandate of the Office of Audit and Investigations and increasing number of ethics complaints, and urged for improved monitoring and due diligence for funds provided. They also noted the large number of open investigations cases despite additional staff in 2012 and requested strategies to reduce the caseload. Delegations urged UNDP to address project management and procurement weaknesses, especially the slow implementation of recommendations related to procurement. In this regard, they underscored that ensuring compliance with a strong accountability framework would require major changes in management practices and behaviours. On disclosure of internal audit reports, delegations suggested future annual reports include priority issues, areas for improvement, and management practices showing audit priorities that underpin current and emerging risks. They asked why there was no annual report in 2012 on disciplinary measures taken in response to fraud, corruption and other wrongdoing and requested this report in the future.

103. Regarding UNFPA, delegations commended DOS for strengthening oversight procedures and practices and were pleased that the AAC had noted significant improvements in 2012. Delegations noted the incomplete audit programme at the end of 2012 and the level of vacancies at 21 per cent in 2012 compared to 8 per cent in 2011. They considered it critical that DOS had the resources necessary to ensure sufficient oversight coverage. They appreciated the work undertaken to implement the recommendations of the Board of Auditors and urged UNFPA to pursue timely implementation of the outstanding recommendations. Delegations asked about the decrease of cases received in 2012 compared to 2011, and the reasons for one case being considered sufficient for sanctions. They encouraged management, assisted by DOS, to enhance efforts to deter fraud and asked about the recovery of funds lost. Concern was expressed regarding issues raised in the audit of the UNFPA global and regional programme (GRP) and delegations looked forward to explanation of the weaknesses identified in programme design, governance and management, execution and the resource allocation process. Delegations noted their interest in engaging with management in addressing the issues.

104. Concerning UNOPS, delegations welcomed the clear indication of the amount of reports rated “satisfactory”, “partially satisfactory” or “unsatisfactory” and requested UNDP and UNFPA to do the same in future respective audit reports. They also welcomed the Deputy Executive Director's remarks about the need for a proactive approach, software tools that address suspicious activity and learning among staff about risk management and fraud.

105. The UNDP Assistant Administrator and Director, Bureau of Management, gave an overview of initiatives under way to improve risk management and address weaknesses in project monitoring, procurement management and capacity. The UNDP Director, Office of Audit and Investigations, underscored the need for additional resources. He elaborated on UNDP audit ratings and fraud correction in 2012. The UNFPA Deputy Executive Director (Management) assured the Executive Board that UNFPA was working vigorously to address the issues raised in the GRP audit. Furthermore, UNFPA was working with the AAC on risk management and was investing in fraud detection systems. The circular pertaining to disciplinary measures would be provided to delegations and would be made available in the future on a regular basis. She reiterated that several measures were under way to improve procurement and project monitoring. The Director, DOS, UNFPA, noted that of the 10 audits outstanding at year-end, the draft reports of five were out and the remaining five reports were being drafted. She observed that the decrease in investigation cases from 48 to 42 was not

significant. She noted that in one case management deemed the evidence insufficient to apply sanctions. The Deputy Executive Director, UNOPS, highlighted the organization's project monitoring procedures.

106. The Executive Board adopted decision 2013/24: Reports of UNDP, UNFPA and UNOPS on internal audit and oversight for 2012.

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

107. The Director, Ethics Office, UNDP, the Adviser, Ethics Office, UNFPA, and the Ethics Officer, UNOPS, introduced the annual reports of their respective Ethics Offices (DP/2013/36; DP/FPA/2013/2; and DP/OPS/2013/5).

108. The UNDP Assistant Administrator and Director, Bureau of Management, the Deputy Executive Director (Management), UNFPA, and UNOPS General Counsel, on behalf of the UNOPS Executive Director, presented the respective management responses.

109. Delegations commended the progress in raising the profile of ethics in all three organizations and highlighted the critical role of the Ethics Offices in protecting staff from retaliation when reporting wrongdoing in their respective organizations. They encouraged senior management to provide the necessary resources for the ethics function. Delegations reiterated their request for information on how each organization responds to real and perceived conflicts of interest, not just financial disclosure, and to include in future annual reports a statement about the organization's ethics climate, including assessments on strengths, weaknesses and priorities.

110. Concerning UNDP, delegations urged senior management to continue to work with the Ethics Office to address staffing shortfalls, emphasizing the need for the Office to carry out its function effectively. While recognizing UNDP improved financial disclosure compliance and streamlining of the filing process, delegations expressed concern on timely filing and asked for more information in this respect. They also requested clarification on the family relationships policy amendment and on early detection of conflicts of interest in recruitment, especially when it would be introduced and how it dealt with job applicants who had real or potential conflicts of interest.

111. Regarding UNFPA, delegations requested information on how UNFPA dealt with conflicts of interest.

112. Concerning UNOPS, delegations asked if, and how, UNOPS utilized the process of early detection of conflict of interest in its recruitment practice.

113. The Adviser, Ethics Office, UNFPA, responding to the query regarding conflicts of interest, clarified that of the 90 inquiries received from staff, the majority related to participation in outside activities and the Ethics Office had provided the necessary guidance. With specific reference to the issue of detecting potential conflicts of interest during the recruitment process, the Ethics Adviser clarified that the online UNFPA employment form included questions relating to the early detection of conflicts of interest. The UNDP Assistant Administrator and Director, Bureau of Management, reaffirmed commitment to improve the ethics climate at all levels of the organization, across staff and functions, and especially in procurement. He highlighted efforts in this respect with UNDP vendors. The Director, Ethics Office, UNDP, spoke about timely filing in 2012, harmonization of the family relationships policy with United Nations policies, early detection of conflicts of interest prior to recruitment finalization, and measures taken in response to staff participation in outside activities or conflicts of interest. The

UNOPS General Counsel elaborated on the introduction of early detection of conflicts of interest in recruitment and reaffirmed UNOPS focus on ethics, especially at the field level and in future reporting.

114. The Executive Board adopted decision 2013/25: Reports of the ethics offices of UNDP, UNFPA and UNOPS.

XVII. Field visits

115. The report of the field visit of the Executive Board of UNDP/UNFPA/UNOPS to Timor-Leste (DP-FPA-OPS/2013/CRP.1) was introduced by the rapporteur. He expressed appreciation to the Government of Timor-Leste for hosting the mission, which had been led by the then President of the Board. He thanked UNDP, UNFPA and UNOPS staff and the Resident Coordinator office staff for organizing a comprehensive and well prepared programme. The rapporteur underscored that the Executive Board delegation was pleased to note that the Government considered the positioning of UNDP and UNFPA in Timor-Leste to be the right one. Support was expressed for the work of UNDP, UNFPA and UNOPS. The Executive Board delegation made a number of recommendations, which are contained in the report. The delegation of Timor-Leste thanked the United Nations organizations for the results on the ground and for contributing to peace through capacity-building and poverty eradication.

116. The report of the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (DP/FPA/OPS-ICEF-UNW-WFP/2013/CRP.1) was introduced by the rapporteur. He thanked the Government and the people of Myanmar for their hospitality and also thanked the staff of the organizations in the regional offices in Bangkok, Thailand, and in the country offices in Myanmar. The usefulness of having visited the regional offices in Bangkok prior to arriving in Myanmar was underscored. The rapporteur outlined the lessons learned as well as key findings and recommendations, which are contained in the report. It was noted that the United Nations country team was highly committed to building an increasingly positive and fluid dialogue with the Government at all levels and supporting the country in a time of great transition. The delegation of Myanmar thanked the Executive Boards of the funds and programmes for the joint field visit and the United Nations organizations for their support to the country. The need for economic development was underscored.

117. The Executive Board took note of the report of the field visit to Timor-Leste and the report of the joint field visit to Myanmar.

XVIII. Other matters

Informal consultations

118. The following informal consultations were held:

- (a) Informal consultation on the UNOPS biennial budget estimates 2014-2015;
- (b) Informal consultation on the draft UNFPA strategic plan, 2014-2017, and the draft integrated budget, 2014-2017;
- (c) Informal consultation on the steps and timeline for the preparation of the next UNDP gender equality strategy;
- (d) Informal consultation on the draft UNV strategic framework, 2014-2017;
- (e) Informal consultation on the UNDP cumulative review of the strategic plan and annual report of the Administrator;
- (f) Informal consultation on the UNDP integrated budget.