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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 second regular session 2015
(31 August to 4 September 2015, New York)**

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I. Organizational matters

1. The second regular session 2015 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters in New York in from 31 August to 4 September 2015.
2. The Executive Board approved the agenda and workplan for its second regular session 2015 (DP/2015/L.3), and approved the report of the annual session 2015 (DP/2015/24). The Board approved the draft annual workplan for 2016 (DP/2015/CRP.2) and approved the tentative workplan for the first regular session 2016.
3. Decisions adopted by the Executive Board at the second regular session 2015 appeared in document DP/2016/2, which was available on the Executive Board website.
4. The Executive Board agreed in decision 2015/22 to the following schedule for future sessions of the Executive Board in 2016:

First regular session:	25 to 29 January 2016
Annual session:	20 to 24 June 2016 (Geneva) or 6 to 10 June 2016 (New York)
Second regular session:	6 to 9, 12 September 2016

UNDP segment

II. Statement by the Administrator and structured funding dialogue, including:

III. Financial, budgetary and administrative matters

IV. Funding commitments to UNDP

5. In her opening remarks to the Executive Board (available on the Executive Board website), the Administrator, UNDP, addressed a series of topics against the backdrop of the 2030 agenda for sustainable development, which the General Assembly was set to adopt later in the month. Those topics included: (a) the milestone of the final *Millennium Development Goals Report 2015* of the Secretary-General; (b) the outcome of the Third International Conference on Financing for Development in Addis Ababa where Member States had reached consensus on a new framework for development financing; (c) UNDP support to implementation of the new global agreements reached in 2015, including the 2030 agenda for sustainable development, the Addis Ababa development financing framework consensus, and the anticipated outcome of the twenty-first Conference of the Parties to the United Nations Framework Convention on Climate Change in December 2015; (d) the United Nations reform agenda and UNDP leadership of the resident coordinator system, including support to South-South cooperation; (e) ongoing UNDP commitment to transparency and accountability; (f) the structured funding dialogue (addressed in the second part of this section); and (g) the UNDP role in conflict, crisis and disaster settings, especially in the Central African Republic, Colombia, the Commonwealth of Dominica, Haiti, Iraq, Libya, Myanmar, Nepal, the Syrian Arab Republic, Ukraine, South Sudan, Yemen, as well as the Ebola-affected countries of Guinea, Liberia and Sierra Leone.

6. In helping Member States to implement the 2030 agenda for sustainable development, UNDP would utilize the MAPS – mainstreaming, acceleration and policy support – approach, through which it would: (a) assist governments in reflecting the new agenda in national development plans; (b) support countries in accelerating progress on the sustainable development goal (SDG) targets; and (c) make United Nations system policy expertise on sustainable development and governance available to governments throughout SDG implementation. UNDP was working through the United

Nations Development Group (UNDG) to design guidance for national SDG reports. In addition, the new wave of country programmes being submitted to the Board for approval had undergone rigorous appraisal and were the first to bridge the strategic plan, 2014-2017, with the 2030 agenda for sustainable development.

7. On SDG financing issues, in the wake of the Addis Ababa consensus, and noting the undiminished importance of official development assistance (ODA) and building national capacity to mobilize resources, the Administrator, UNDP, highlighted UNDP support to help programme countries, in particular the least developed countries (LDCs) and the small island developing states (SIDS), to access a diverse range of financing opportunities. UNDP was also very active in preparations for the United Nations climate change conference in Paris in December 2015 through knowledge and expertise sharing, capacity building for LDC and SIDS negotiators, the hosting of regional dialogues on intended nationally determined contributions, designing policy and regulatory settings conducive to private sector investment in renewable energy and mitigation measures, and support to project preparation for the Green Climate Fund, for which UNDP was one of 20 accredited organizations.

8. The Administrator, UNDP, drew attention to the implications that Member States funding decisions were collectively having on UNDP and its ability to achieve the goals set out in its strategic plan, 2014-2017, and to support SDG implementation and leadership of the United Nations development system. While stressing that the organization was making every effort, including its recent internal reorganization and the launching of the '100 partners campaign', to adapt its business model to the changing nature of funding, she appealed to Board members to increase their contributions to regular (core) resources, the sole guarantee for a highly strategic and performing UNDP. Furthermore, UNDP was matching or exceeding its best practice benchmarks for transparency and accountability, in particular through its transparency platform – open.undp.org – and the establishment of a more independent public information disclosure appeals process.

9. On coherence issues, UNDP was demonstrating its strong leadership, working through the United Nations Development Operations Coordination Office, in setting up the Innovation Facility for the United Nations Development Assistance Frameworks (UNDAFs); in establishing a web platform for country teams compiling the capacity, tools and guidance available in the United Nations development system to address each SDG, including the resident coordinator and country team global information management system; and in supporting the ongoing roll out of the standard operating procedures to support the rising number of Delivering-as-One countries. UNDP continued to engage in the Economic and Social Council dialogues on the long-term positioning of the United Nations development system, and was in the process of finalizing its South-South cooperation strategy.

10. Board Members, underscoring the spirit of cooperation and multilateralism that Member States brought to the design and adoption of the 2030 agenda for sustainable development, stressed the critical role for the United Nations development system and UNDP in the agenda's implementation. The United Nations, they urged, had to continue to make itself fit-for-purpose to help Member States meet the challenge. They would call on UNDP, in particular, to support their efforts to achieve the Sustainable Development Goals and deliver the results their citizens demanded, while continuing its critical work in resilience building, democratic governance and recovery, in line with SDG goal 16 on peaceful and inclusive societies. Given the 2030 agenda challenge, however, they saw the need for further reform of the United Nations development system to make it fit-for-purpose, as noted in the Economic and Social Council dialogues.

11. A group of delegations – drawing attention to the UNDP mandate under the quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 67/226) – noted with regret that several aspects of that mandate had not been fulfilled, in particular regarding the critical mass concept of core resources and the core/non-core imbalance. While recognizing the UNDP 100 partners campaign, they

cautioned that a weak core resource base, which had fallen an unprecedented 11 per cent in 2014, jeopardized the principle of universality of the United Nations development system as well as the capacity of UNDP to achieve its strategic plan, 2014-2017, and to fulfil its SDG implementation mandate. They called for improving the quantity, quality and predictability of core resources to all programme countries. Non-core resources, for their part, should be flexible and aligned with the UNDP strategic plan and national priorities, based on demand-driven, nationally owned programming. The group was concerned with possible overrepresentation of donor countries and urged the further democratization of developing countries in the Executive Board and a more equitable geographic representation within UNDP governance structures and the resident coordinator system.

12. Emphasizing that poverty eradication, in all its multidimensional forms, had to be the overarching goal for UNDP, as laid out in its strategic plan, 2014-2017, and in the SDGs, the same group of countries requested UNDP to report further on its poverty eradication programmes, through transparent measures of progress beyond per capita income, especially in LDCs and SIDS. They reiterated, further, additional concerns that they had raised during the annual session 2015, including: (a) the removal of three governance-related indicators that appeared in the draft integrated results and resources framework, 2014-2017, and, subsequently, Board approval of the amended framework at the current session, with full respect for national policy space; (b) the operational independence of the Independent Evaluation Office, including Board oversight of the process to appoint its Director, key to its credibility. In that regard, they called for the Board to expedite the finalization of the revised evaluation policy at the current session. The group also reiterated its position that the annual sessions of the Board should take place solely in New York, in lieu of the existing practice to alternate between New York and Geneva, in order to broaden the participation of developing countries.

13. Another group of delegations made a call to establish a comprehensive action plan of cooperation with middle-income countries (MICs) in order to forge an integrated, holistic poverty eradication approach specific to their needs. Highlighting that a reported 70 per cent of the world's poor live in MICs, they stressed that the trend to reduce funding and programme activities in MICs risked causing a reversal of hard won development gains. On behalf of the SIDS, many of whom were also MICs, another group of delegations underlined their particular vulnerabilities to climate change and natural disasters, and looked to UNDP capacity building and development support, in line with the 2015 Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the 2014 Samoa Pathway for SIDS. These countries also stressed the importance they accorded to South-South and triangular cooperation and the role of UNDP in their promotion through increased financial and human resources and through stronger regional and subregional partnerships.

14. A number of Board members saw UNDP continuing to play a key role in strengthening the link between development and humanitarian actions and funding, as indicated in the Addis Ababa Action Agenda. They highlighted the UNDP role in helping countries to build resilience to natural disasters and human-induced crises and conflicts and to build back better and stronger. They encouraged UNDP to continue to work closely with the United Nations Office for the Coordination of Humanitarian Affairs to ensure the 2016 World Humanitarian Summit would set an ambitious agenda, vital for the success of the 2030 agenda for sustainable development.

15. In her response, the Administrator stressed the centrality of poverty eradication as the overarching goal of the UNDP strategic plan and the UNDP drive to make itself fit-for-purpose to deliver on the post-2015 agenda. She highlighted the organization's important role in early recovery and in the preparation of and participation in the World Humanitarian Summit 2016, at which she hoped partners would reach a breakthrough on the funding front, especially in light of the tripling of humanitarian funding over the previous decade and the pressure it had placed on the available pool of financing. She drew attention to the particular vulnerability of small island development states

and the special needs of MICs. On funding, speaking to concerns raised across the Board, she underscored the criticality of core resources in ensuring UNDP was able to fulfil its post-2015 agenda mandate and its special leadership role of the United Nations development system. With regard to the concerns raised over the governance indicators in the UNDP integrated results and resources framework, 2014-2017, she noted that those indicators would only be applied at country level in strict conformity with Member States' wishes and the principle of national ownership.

Structured funding dialogue; financial, budgetary and administrative matters; and funding commitments to UNDP

16. The Associate Administrator, UNDP, introduced the item, including the annual review of the financial situation, 2014 (DP/2015/26), detailed information relating to the annual review of the financial situation, 2014 (DP/2015/26/Add.1), and the status of regular funding commitments to UNDP and its funds and programmes for 2015 and onwards (DP/2015/27). Three presentations followed by the Director, Bureau of External Relations and Advocacy, UNDP, on the structured funding dialogue; by the Director, Bureau for Programme and Policy Support, UNDP, on the thematic funding windows; and by the Deputy Director and Chief Financial Officer, Bureau of Management, UNDP, on the financial situation in 2014 and projections for 2015 and beyond. In turn, the Permanent Representative of Benin, the Deputy Permanent Representative of Chile, and the Deputy Permanent Representative of Norway presented their perspectives on the evolving nature of their cooperation with UNDP, given changes in the financial landscape.

17. Board members, pointing to the 2015 consensus reached on the 2030 agenda for sustainable development and the Addis Ababa financing for development framework, were hopeful that delegations would similarly achieve agreement on the future of UNDP funding. Highlighting their readiness to continue to engage in frank, pragmatic discussions as part of the structured funding dialogue, they stressed that UNDP had to continue to make every effort to secure a strong, stable, reliable core resource base, which they saw as key to the success of the organization's move to become fit-for-purpose and fulfil its support to programme countries, especially the LDCs and SIDS, while addressing the specific needs of MICs. Sound financial planning and transparency were crucial, especially as funding streams would no doubt continue to be diverse in number and nature, while Board members and UNDP should work together to counter fragmentation. In that regard, they were encouraged that in 2014 UNDP had maintained a positive net asset position on its balance sheet and had achieved year-end liquidity for core resources above the Board-requested threshold.

18. Drawing attention to the ongoing imbalance between core and other (non-core) resources and the continued fall in core resources, dropping 11 per cent in 2014 – which they saw as a reflection both of global fiscal realities and the new landscape of development funding where traditional and new donors were exploring innovative ways to leverage results – Board members hoped the structured dialogue would point to a way out of the core/non-core impasse. There was general concern that a continued drop of the core resource base would eventually jeopardize UNDP capacity to deliver and reverse hard won development gains. Noting that while 120 Member States contributed to three other United Nations development organizations in 2014 only 56 contributed to UNDP, a group of countries highlighted that sustainable, predictable funding to UNDP was not possible if only 10 donors provided some 84 per cent of the core resource base, as was the case in 2014. They therefore urged contributions from emerging donors and other developing countries, in addition to private sector mobilization, while valuing UNDP efforts to broaden its donor base through its 100 partners campaign.

19. Stressing the need for new approaches to improve the quality of non-core thematic funding, delegations welcomed the UNDP proposal to reform and consolidate its funding instruments for greater flexibility and more attractive incentives, such as the idea of four comprehensive thematic funding windows to become operational in 2016. They reaffirmed their commitment to transparent and effective funding at the country level and improved quality of funding overall. The success of

the funding windows, they noted, hinged on UNDP capacity to attract quality funding while avoiding any diversion away from the core base. UNDP should link those funding instruments to its comparative advantages and the strategic plan priorities, while working for leaner, effective governance and more useful reporting formats. They were confident that new contributors would come on board once the new funding mechanisms were operational. Delegations welcomed the establishment of a multi-agency SDG fund to support the United Nations Development Group-endorsed MAPS initiative and all efforts at a United Nations system-wide approach to maximize limited resources and to share experiences and burden, including through joint procurement. Highlighting their commitment to aid effectiveness, delegations welcomed the organization's unqualified audit opinion for the tenth consecutive year and its continued commitment to the low cost of transactions. Delegations looked forward to the mid-term review of the strategic plan, 2014-2017, particularly within the context of the new 2030 agenda for sustainable development.

20. In response, the Associate Administrator, UNDP stressed the importance of all funding modalities for UNDP, especially long-term multi-year contributions to core resources that ensured the organization's ability to deliver on its strategic plan, 2104-2017, and its United Nations development system coordination role. In addition, she highlighted the importance of thematic funding windows to ensure better quality programming and the need for reserve funding for unforeseen crises.

21. The Executive Board adopted decision 2015/16 on UNDP funding issues.

V. Country programmes and related matters

22. The Associate Administrator, UNDP, introduced the item and gave an overview of the country programmes and extensions. The Permanent Representative of Colombia presented and elaborated on the country programme document for Colombia, The regional directors for Africa, Asia and the Pacific, Arab States, Europe and the Commonwealth of Independent States, and Latin America and the Caribbean presented and elaborated on the country programmes for Algeria, Belarus, Cambodia, China, Colombia, El Salvador, Georgia, Guinea-Bissau, Indonesia, Kazakhstan, Malaysia, Maldives, Panama, Serbia (including the results and resources framework for Kosovo* in the context of Security Council resolution 1244), Swaziland, Tajikistan, the former Yugoslav Republic of Macedonia, Turkey, Uganda, Uzbekistan, Zambia and Zimbabwe, as well as the first one-year extensions of the country programmes for Burkina Faso, Chad and Somalia, the exceptional one-year extension of the country programme for Côte d'Ivoire and the second one-year extensions of the country programmes for Lebanon and Libya.

23. The Executive Board Reviewed and approved, in accordance with Executive Board decision 2014/7, the country programme documents for: Algeria (DP/DCP/DZA/3); Belarus (DP/DCP/BLR/3); Cambodia (DP/DCP/KHM/3); China (DP/DCP/CHN/3); Colombia (DP/DCP/COL/2); El Salvador (DP/DCP/SLV/3); Georgia (DP/DCP/GEO/3); Guinea-Bissau (DP/DCP/GNB/2); Indonesia (DP/DCP/IDN/3); Kazakhstan (DP/DCP/KAZ/3); Malaysia (DP/DCP/MYS/3); Maldives (DP/DCP/MDV/3); Panama (DP/DCP/PAN/3); Serbia (DP/DCP/SRB/2), including the results and resources framework for Kosovo* in the context of Security Council resolution 1244 (DP/DCP/SRB/2/Add.1); Swaziland (DP/DCP/SWZ/3); Tajikistan (DP/DCP/TAJ/2); the former Yugoslav Republic of Macedonia (DP/DCP/MKD/3); Turkey (DP/DCP/TUR/3); Uganda (DP/DCP/UGA/4); Uzbekistan (DP/DCP/UZB/3); Zambia (DP/DCP/ZMB/3); and Zimbabwe (DP/DCP/ZWE/3).

24. The Executive Board withdrew the country programme document for Azerbaijan (DP/DCP/AZE/3 and Corr.1).

* References to Kosovo shall be understood to be in the context of the United Nations Security Council resolution 1244 (1999).

25. The Executive Board took note of the first one-year extensions of the country programmes for Burkina Faso, Chad and Somalia (DP/2015/28);

26. The Executive Board approved the exceptional one-year extension of the country programme for Côte d'Ivoire and the second one-year extensions of the country programmes for Lebanon and Libya (DP/2015/28).

VI. Evaluation

27. The Director, Independent Evaluation Office, UNDP, presented the evaluation of the UNDP contribution to gender equality and women's empowerment (DP/2015/29). The Director, Bureau for Programme and Policy Support, UNDP, presented the management response to the evaluation (DP/2015/30).

28. Noting that gender equality and women's empowerment were key to the success of the 2030 agenda for sustainable development, Board members welcomed the evaluation findings and its recommendations on the UNDP strategic plan, 2008-2013, and found the management response positive, especially its implementation timetable. They commended the Independent Evaluation Office for its excellent work on evaluating the UNDP contribution to gender equality and women's empowerment. Delegations drew attention in particular to the recommendation that all UNDP programming and policies should be attentive to framing women as agents and active citizens, and that the UNDP contribution to transformative change required accelerated efforts in all focus areas to target the roots of inequalities, structures of unequal power, and participation and relations, including unequal norms, values and policies. UNDP should also strive for gender equality within its own workforce.

29. Recognizing the ongoing UNDP contribution to gender equality and women's empowerment, delegations reaffirmed that UNDP should continue to be a leader in the field within the United Nations system and especially in close partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). United Nations partnerships and coordination were crucial in post-crisis countries and those lagging on the Millennium Development Goals (MDGs), and helped to avoid duplication and strengthen gender equality throughout the system. Delegations called on UNDP to further bolster and communicate its comparative advantages, for example in the area of climate change, and to allocate, in line with the United Nations system-wide target, at least 15 per cent of its resources to activities focused primarily on gender equality in 2017, using the gender marker as the main tracking tool. In general, they saw the gender marker as an effective, reliable tool to track, report and plan, including on financial expenditures and allocations. Likewise, and as the evaluation had recognized, the gender equality seal was a useful tool; delegations appreciated plans to assess the seal and encouraged UNDP to incentivize its adoption in the maximum number of country offices.

30. Board members looked forward to building on the evaluation in the context of the mid-term review of the UNDP strategic plan, 2014-2017, including the suggestion to integrate the UNDP gender equality strategy into the strategic plan. Delegations were also very keen to pursue the evaluation recommendation to strengthen the monitoring and evaluation of gender equality contributions, which they noted would help UNDP cull lessons learned from diverse settings and better articulate its niche and leadership role.

31. In response, the Director, Independent Evaluation Office, UNDP, underlining the inherent complexity of evaluating a topic many of whose elements fell outside UNDP control, and drew attention to the excellent collaboration among all parties involved. The assessments of development results, he noted, provided tangible, validated work at country level, which was especially visible in such thematic evaluations. He recognized the high level of detail in the management response and expressed satisfaction with the progress and outcome of the evaluation.

32. The Director, Bureau for Programme and Policy Support, UNDP, noted that UNDP would indeed use the evaluation to further strengthen its implementation of the gender equality strategy and fully utilize the tracking system of the Independent Evaluation Office to gauge progress against the admittedly ambitious UNDP targets. In that regard, he drew attention to the steady pace at which UNDP was working to achieve its goals, including through: (a) the minimum allocation of 15 per cent of resources to gender equality specific activities (UNDP, he stressed, aimed to measure its success against the most demanding principles), for which the intrinsically gendered Sustainable Development Goals provided a strong benchmark; (b) joint United Nations work through United Nations Development Group and UN-Women at the global, regional and country levels; (c) adoption of the corporate programme and project quality assurance system, according to which gender analysis and gender results were mandatory requirements for successful appraisal; and (d) integrating a strong crosscutting chapter on gender results in the mid-term review of the strategic plan, building on country level results and lessons learned.

33. The Executive Board adopted decision 2015/17 on the evaluation of the UNDP contribution to gender equality and women's empowerment and the management response.

UNFPA segment

VII. Statement by the Executive Director and structured funding dialogue: implementation of the quadrennial comprehensive policy review, including:

VIII. Funding commitments to UNFPA

IX. Financial, budgetary and administrative matters

Statement by the Executive Director

34. In his opening remarks, the Executive Director, UNFPA, highlighting the historic consensus on the soon-to-be-adopted 2030 agenda for sustainable development, stressed that the role of the United Nations was to translate the agreement into bold actions that transform lives and the trajectory of nations. The human-centred focus of the Sustainable Development Goals (SDGs) and the action agenda of the Third International Conference on Financing for Development in Addis Ababa clearly reflected the conclusions of the International Conference on Population and Development (ICPD) beyond 2014 and its programme of action: the need to focus on the most vulnerable, including women and young people, and to use a human rights-based approach.

35. The SDGs, he noted, reaffirmed the critical importance of the Fund's mandate, in particular its current work to help countries to harness the potential of their exploding youth populations, known as the demographic dividend, which the Fund was addressing through capacity and partnership building and through targeted investments and interventions. Those investments on youth also focused on empowering adolescent girls and women through, for example, the Action for Adolescent Girls Initiative and the Global Programme to End Child Marriage, which were especially important for building resilience in post-conflict settings. Young people, he stated, often depicted as easily susceptible to extremism, were actually the main contributors to peace and resilience building – and UNFPA was working to tap into their potential. From the African Youth Initiative Network, nominated for the 2015 Nobel Peace Prize, to the HackForYouth initiative, young people were designing creative solutions to a range of SDG-related challenges.

36. With nearly 60 million persons forcibly displaced and some 400 natural disasters in 2014, UNFPA had stepped up its investments in humanitarian settings focused on protection from gender-based and sexual violence, providing life-saving health and obstetrics services, and ensuring universal access to sexual and reproductive health and reproductive rights. The Fund was actively

engaged in preparations for the World Humanitarian Summit 2016 and was keen to realign its strategic plan, 2014-2017, with the SDGs and include a broader humanitarian strategy with a more robust framework as part of its 2016 mid-term review. Part of those investments included the Fund's successful efforts over the previous five years to bolster staff safety and security, especially for surge staff working in high-risk duty stations, and to reinforce its emergency preparedness and response.

37. At the corporate level, the Executive Director informed the Board that UNFPA had launched its new enterprise resource management strategy in June 2015 and had identified 12 top corporate risk areas, along with risk owners. All the of the Fund's business units were undertaking online risk assessments and designing mitigation strategies. He was also pleased to report that the United Nations Board of Auditors had given UNFPA an unqualified audit report in 2014, with satisfactory progress implementing recommendations. In addition, he highlighted the preliminary positive feedback by the Office of Audit and Investigations on the Fund's work to redress issues with the global and regional programme. Noting steady progress on the evaluation front, he stated that UNFPA would submit its quadrennial budgeted evaluation plan, 2016-2019, to the Board at the current session.

38. Financially, UNFPA experienced in 2015 a sharp fall in resources, which unfavourable exchange rates had further exacerbated. In its updated integrated resource plan, 2014-2017, submitted to the Board for consideration, the Fund had introduced a series of austerity measures on all integrated budget components in order to align spending and remain financially sustainable, including reduced spending plans. That move, he stressed, risked having consequences on the Fund's capacity to deliver on its mandate. He highlighted in particular how the financial gap was negatively affecting the Fund's ability to deliver much needed family planning and reproductive health commodity security services. UNFPA was working to partners to overcome the challenge, including the design of its integrated resource mobilization strategy being submitted to the Board at the session, building on its strong donor base. He appealed to Board members to support the global programme and, through it, millions of women and girls throughout the world.

39. In their comments, Board members commended the Executive Director for his strong leadership and the Fund's dedicated staff for their commitment throughout the world in implementing the ICPD beyond 2014 programme of action, the backbone of the Fund's mandate. They noted that the 2030 agenda demanded a United Nations system-wide strategy, grounded in the quadrennial review, to meet the challenge. The UNFPA-specific mandate, they affirmed, to ensure access to sexual and reproductive health and reproductive rights was crucial to the success of the 2030 agenda for sustainable development and its overarching goal to eradicate poverty and the promise to leave no one behind. That was especially pertinent in the least developed countries and small-island developing states. Within that context, they stressed the importance of gender equality and women's empowerment and the need to reduce inequality within and between countries. They also drew attention to lagging Millennium Development Goal (MDG) 5 – to reduce maternal mortality and provide universal access to reproductive health – and urged the Fund to continue to take the lead in tackling the unfinished business relating to Goal 5, especially important in crisis settings where health services were disrupted.

40. Board members highlighted the areas where they saw the Fund's comparative advantages in tackling the challenges of the 2030 agenda: family planning, unsafe abortion, female genital mutilation, and gender-based violence in humanitarian settings. They encouraged UNFPA to make every effort at the country level to achieve the family planning goals for 2020, noting that progress to date had been lagging. That required stronger leadership and guidance for country offices, building staff capacity to accelerate and strengthen a movement for family planning. They voiced strong support for the global programme to enhance reproductive health commodity security and urged Member States to help close the \$1 billion funding gap. On abortion, underlining the ICPD mandate, delegations looked to UNFPA to ensure that where abortion was legal, it had to be safe,

and where unsafe abortion occurred, women had to receive post-abortion care. They commended UNFPA for its efforts to combat female genital mutilation and to cull lessons from the joint programme, while encouraging it to build country office and partner capacity and systems.

41. On the humanitarian front, delegations underscored the Fund's critical work and partnerships in a record number crises around the world, including five level-three crisis in 2015. Noting that the Fund's humanitarian funding was rising rapidly in response to crises, delegations stressed the importance of working with UNFPA to ensure it continued to have the capacity to deliver rapid, reliable provision of safe birth and reproductive health kits, family planning commodities, and programmes to prevent and respond to gender-based violence. They welcomed the Fund's unwavering commitment to its role as coordinator of the gender-based violence area of responsibility within the humanitarian response architecture at the field level. In that regard, delegations were pleased that UNFPA had taken concrete steps to bolster its roster of qualified experts to respond to and deliver those critical services. They were keen to learn more about the Fund's efforts to prioritize and address gender-based violence in emergencies and protect sexual and reproductive health and reproductive rights.

42. Board members reaffirmed the importance for UNFPA of harnessing the demographic agenda through intensive programmes targeting young people, building their skills and potential through training and education. They encouraged UNFPA to strengthen capacities to collect and analyse demographic data, crucial for implementing and monitoring progress in those areas.

43. A number of delegations underscored the importance of maintaining full support and funding to middle-income countries, whose rising economic status might obscure their entrenched levels of poverty and whose public health services required the Fund's continuing strong presence and support, while respecting the principle of national ownership. In that regard, some delegations expressed concern that the practice of earmarking financial resources risked diverting much needed funding away from MICs where nearly 70 per cent of the world's poor lived, thereby cutting away at programme activities and reversing hard won development gains, as noted in the Addis Ababa financing for development action agenda. They urged UNFPA to take steps to ensure its resource mobilization strategic did not further widen the gap between core and earmarked non-core contributions. They reaffirmed their intention to promote the establishment of a comprehensive action plan of cooperation for MICs, in partnership with the United Nations and UNFPA and in accordance with the Addis Ababa financing for development action agenda, in an effort to design transparent measurements of sustainable development progress beyond per capita income, recognizing the multidimensional nature of poverty.

44. In response, the Executive Director, UNFPA, noted that while the SDGs were now the focus, there was still unfinished MDG business for which the international community remained accountable. For UNFPA, he spoke in particular of maternal mortality, which he affirmed was a complex, crosscutting issue that the MDGs, given their incomplete approach, could only partially address. The more comprehensive SDGs were better designed to meet the maternal mortality challenge and the Fund, to achieve that goal, had to work with all partners, including civil society and the private sector. On family planning, he stressed the issue of access for women and girls on the ground, which required national leadership and commitment and long-term, predictable resources. He again appealed to donors to step up their contributions, and to emerging donors to consider making new contributions. He also underscored the need to raise domestic resources, led by national governments, without which the SDG could not be achieved. Furthermore, private sector contributions helped to lower the cost of commodities while donor bilateral partnerships with governments further allayed the cost burden. He assured MICs that UNFPA would remain present and active in their countries, targeting its activities where they were needed most, as defined by national priorities. On the core/non-core debate, the Fund was actively working with all partners to improve resource flows. He stressed that UNFPA was highly committed to the evaluation function, and assured the Board that there was no further vacancies to fill in the Independent Evaluation

Office. The issue was not about staffing but about providing the needed resources for quality evaluations. The Fund was also at the forefront of United Nations reform and coherence efforts and was making every effort to meet its commitments.

Structured dialogue: implementation of the quadrennial comprehensive policy review; funding commitments to UNFPA; and financial, budgetary and administrative matters

45. The Director, Division of Communications and Strategic Partnerships, UNFPA, presented the UNFPA resource mobilization strategy (DP/FPA/2015/11) and the report on contributions by Member States and others to UNFPA and revenue projections for 2015 and future years (DP/FPA/2015/10). The Director, Division for Management Services, UNFPA, presented the updated integrated resource plan, 2014-2017 (DP/FPA/2015/CRP.4).

46. Highlighting the importance of being fit-for-purpose and noting that the UNFPA core to non-core ratio was balanced, Board members welcomed the Fund's funding dialogue and the new resource mobilization strategy, and expressed appreciation for the regular consultations during its design. They attached great importance to a strong resource mobilization strategy for the realization of the strategic plan, 2014-2017, and were certain that the proposed approaches would reinforce UNFPA capacity to address the 2030 agenda challenges. They appreciated the 'whole organization' approach to resource mobilization and looked forward to the detailed action plan for the four funding source approaches. Given the negative factors impacting funding, they strongly encouraged UNFPA to focus on 'enablers': linking resources to results; designing clear resource mobilization targets; and pursuing innovation and excellence in fund management. They also welcomed the six principles and the links between institutional performance and development results. While pleased with the Fund's successful efforts to bring about reduced spending, some cautioned against the risk of sustained austerity on programme delivery. Delegations encouraged the Fund to maintain a critical level of flexible, predictable core resources and underlined that its strategy should be results driven, evidenced based and focused on the Fund's comparative advantages.

47. Noting the proposed introduction of new thematic windows to attract funding, delegations requested details on the themes and outcomes of the strategic plan for which they were being considered. They also sought more detailed information on funding gaps for each expected outcome and target on an annual basis in order to inform the ongoing structured dialogue, as per decision 2014/24, including: an overview of resources; an update on efforts to shift to regular, softly earmarked resources; and an update on private sector collaboration. There was a request for a risk analysis on the potential consequences of unmet financial needs. They encouraged the Fund to further build staff capacity at the regional and country levels in order to mobilize resources, for which there was a call for a cost-benefit analysis, and they welcomed the establishment of a non-core resources management unit within UNFPA.

48. They were pleased with the strategy's focus on diversifying and attracting non-traditional donors, including through South-South cooperation; leveraging domestic funding through country programmes aligned with national development plans; and developing a new online system that visualizes real-time data on expenditures and donor contributions to improve transparency and to target underfunded areas. It was noted, in that regard, that as of 2015 traditional donors still accounted for over 60 per cent of UNFPA core resources. They encouraged UNFPA to continue to expand and strengthen its partnerships with the private sector. They stressed that the structured dialogue should be viewed within the context of SDG implementation, the Economic and Social Council dialogue on the governance of the United Nations system, and the 2016 quadrennial review. They encouraged UNFPA, in that regard, to work closely with its United Nations system partners to bolster synergies, lessons learned and coherence. They looked forward to regular informal dialogue with management on funding gaps and opportunities in the run up to the 2016 midterm review of the strategic plan.

49. In response, the Director, Division of Communications and Strategic Partnerships, UNFPA, assured the Board of the Fund's continued commitment to work in MICs, in line with its global presence policy. He again drew attention to the UNFPA online transparency portal that provided real-time data on expenditures and donor contributions in every country, which also served as a donor confidence booster in how the Fund was managing funds committed to it. He also highlighted similar tools already in use, such as the strategic information system and the global programming system. On the proposed cost-benefit analysis and investment in capacity, he assured delegations that UNFPA was keen to address those issues together through the continued structured dialogue. He noted, in that regard, that expert regional resource advisors had significantly helped to raise additional funds for UNFPA at both the country and regional levels. UNFPA very much welcomed the dialogue and looked to other United Nations organizations for lessons and best practices. Funding gaps, on outcomes two and four in particular, remained an issue and UNFPA was keen to find a solution through, for example, thematic funds. He affirmed that the Fund's increasing engagement in humanitarian crises effectively forced a greater disparity between core and non-core, with more going to non-core. He assured the Board that UNFPA was seized with the issue of how to address the maternal mortality challenge and other related unfinished MDG business.

50. The Director, Division for Management Services, UNFPA, stressed that the Fund was achieving its accountability and transparency commitments with regard to the funds entrusted to it. Despite lack of resources, the Fund, he noted, was fully compliant with International Aid Transparency Initiative principles, and its enterprise resources planning system was on track, which also served to strengthen the Fund's risk management approach. Furthermore, he drew attention to the Fund's 2014 clean audit opinion as well the three lines of defence model for accountability approved by the Chief Executives Board of the United Nations Development Group and for which UNFPA was also on track. He emphasized that the currently existing large funding gap, based on the Strategic Plan 2014-2017, was bound to have a negative impact on the integrated results framework and was a matter of great concern. He urged that all efforts be made to minimize the current funding gap for 2015, even at this late stage.

51. In closing, the Executive Director, UNFPA, addressed three issues. One, on cost-benefit analysis, he indicated the UNFPA business model would change once SDG implementation began and the Addis Ababa action agenda came into force. Country-level resource flow analysis would be required to better manage those resources flows, whether through the private sector or civil society. Regional partnerships would help to organize this analysis country per country. UNFPA was ready to build government capacity to achieve that goal. Two, on humanitarian assistance, while agreeing that crises attracted non-core resources, he noted that UNFPA, through a more flexible crisis response mechanism with greater capacity, would help to allay the core/non-core imbalance. Three, on the UNFPA space around the SDGs, the goals were intentionally cross-cutting and required the cooperation of all United Nations organizations, demanding a multi-disciplinary approach to the solution, which was at the heart of the SDG design.

52. The Executive Board adopted decision 2015/18 on funding commitments to UNFPA.

X. Evaluation

53. The Director, Evaluation Office, UNFPA, presented the quadrennial budgeted evaluation plan, 2016-2019 (DP/FPA/2015/12).

54. Board members commended UNFPA for the well-prepared quadrennial budgeted evaluation plan, 2016-2019, and for having organized the regular consultations with Member States. They were pleased with UNFPA efforts to strengthen the Evaluation Office and its commitment to a strong evaluation function. They welcomed the analysis of evolving needs and the proposals for new approaches, including, for example, that the office to be more involved in cluster and system-wide evaluations, a move that would help to pool resources and widen impact. They appreciated the decision to ground the plan on key principles, including a balanced approach to accountability and learning. They also supported the office's guidance to UNFPA on planning, management, resourcing and use of programme level evaluations. They welcomed plans to conduct meta- and synthesis evaluations to feed into strategic lesson learning. They noted, with regard to impact evaluations, that the Fund sought to focus on adolescent and youth interventions under outcome 2 of the strategic plan, and encouraged UNFPA to approach the issue from a sexual and reproductive health and reproductive rights and gender equality perspective. They also appreciated UNFPA clarification of the status of decentralized evaluations and for highlighting the challenge of evaluating earmarked funding.

55. Delegations supported the efforts of the Evaluation Office to cluster country office evaluations, beginning with the proposed pilot to perform five country office evaluations simultaneously. They also welcomed the office's work to develop clear criteria to select and prioritize corporate evaluations, as well as the consultative process followed with staff at country level and headquarters on what corporate priorities should be over the following five years, based on relevance, utility and coverage. They encouraged the Fund to work with other United Nations organizations and especially with the United Nations Evaluation Group (UNEG) in designing a common approach to national evaluation capacity building.

56. On evaluation financing, while recognizing UNFPA plans to the fund evaluation function and welcoming its goal of investing 3 per cent of programme resources in evaluation, Board members were concerned that UNFPA had only spent 0.37 per cent of programme expenditures on evaluation in 2014. In addition, delegations were concerned that the office's capacity was commensurate with its function and role.

57. In response, the Director, Evaluation Office, UNFPA, stressed that UNFPA played an active role within UNEG on national evaluation capacity building, including in a number working groups. She drew attention to her chairmanship of two such groups: one, on the professionalization of the evaluation function and, the other, on decentralized evaluations. On financing, she highlighted the significant increase in resources of over \$4 million for 2016-2017, which, while showing significant progress, still fell short of the 3 per cent budget norm. She underscored, however, that increased investments for thematic and programme evaluations were expected from regional and country offices – costs which were not yet reflected in the budget. She stressed that the Evaluation Office and the Programme Division were actively working to ensure that decentralized evaluation expenditure was captured in the global programming system for 2015, allowing for better reporting on expenditures at the decentralized level. On human resources, she noted the Board's concern, and indicated that the quadrennial budgeted evaluation plan included resources for augmenting mid-level staff in the office and that the planned capacity development strategy would provide an opportunity to review staffing at all levels. She also noted that country offices had seen an increase in monitoring and evaluation staff in 2015, and two Board members had provided junior professional officers in regional offices. UNFPA was seeking to hire even more junior professional officers both at central and regional levels.

58. The Executive Board adopted decision 2015/19 on the UNFPA quadrennial evaluation workplan and budget.

XI. Country programmes and related matters

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

60. The UNFPA regional directors Europe and Central Asia, Asia and the Pacific, East and Southern Africa, West and Central Africa, and Latin America and the Caribbean presented and elaborated on the country programmes for Azerbaijan, Belarus, Cambodia, China, Colombia, El Salvador, Georgia, Guinea-Bissau, Indonesia, Kazakhstan, Maldives, Panama, Serbia, Swaziland, Tajikistan, the former Yugoslav Republic of Macedonia, Turkey, Uzbekistan, Zambia and Zimbabwe, as well as the six-month extension of the country programme for Ethiopia, the first one-year extensions of the country programmes for Brazil, Burkina Faso, the Democratic Republic of Korea, Kyrgyzstan, Mozambique and Ukraine, and the second one-year extension of the country programme for Côte d'Ivoire.

61. The Executive Board reviewed and approved, in accordance with its decision 2014/7, the country programmes documents for Azerbaijan (DP/FPA/CPD/AZE/4), Belarus (DP/FPA/CPD/BLR/2), Cambodia (DP/FPA/CPD/KHM/5), China (DP/FPA/CPD/CHN/8), Colombia (DP/FPA/COL/6), El Salvador (DP/FPA/CPD/SLV/8), Georgia (DP/FPA/CPD/GEO/3), Guinea-Bissau (DP/FPA/CPD/GNB/6), Indonesia (DP/FPA/CPD/IDN/9), Kazakhstan (DP/FPA/CPD/KAZ/4), Maldives (DP/FPA/CPD/MDV/6), Panama (DP/FPA/CPD/PAN/3), Serbia (DP/FPA/CPD/SRB/1), including the results and resources framework for Kosovo (DP/FPA/CPD/SRB/1/Add.1), Swaziland (DP/FPA/CPD/SWZ/6), the former Yugoslav Republic of Macedonia (DP/FPA/CPD/MKD/1), Turkey (DP/FPA/CPD/TUR/6), Tajikistan (DP/FPA/CPD/TJK/4), Uzbekistan (DP/FPA/CPD/UZB/4), Zambia (DP/FPA/CPD/ZMB/8), and Zimbabwe (DP/FPA/CPD/ZWE/7).

62. The Executive Board approved the second one-year extension of the country programme for Côte d'Ivoire, and took note of the six-month extension of the country programme for Ethiopia and the first one-year extensions of the country programmes for Brazil, Burkina Faso, the Democratic Republic of Korea, Kyrgyzstan, Mozambique and Ukraine (DP/FPA/2015/14).

UNOPS segment

XII. Statement by the Executive Director and budget estimates for the biennium, 2016-2017

63. In her opening remarks, the Executive Director, UNOPS, informed Board members that UNOPS remained on strong financial footing and demand for its services continued to rise. She presented the UNOPS budget estimates for the biennium, 2016-2017 (DP/OPS/2015/5), the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on UNOPS budget estimates for the biennium 2016-2017 (DP/OPS/2015/7) and the annual statistical report on the procurement activities of United Nations system organizations, 2014 (DP/OPS/2015/6).

64. As a self-financing organization pursuing the objectives of its strategic plan, UNOPS required continued investments to guarantee its financial stability as a not-for-profit entity. She highlighted that UNOPS was on track in achieving its strategic plan targets, thanks to strong delivery figures, better cost recovery, greater efficiency gains through the establishment of shared service centres in Bangkok and Copenhagen, and overall decreased management costs. UNOPS was expected to achieve the target it had set for net revenue for the biennium, with the operational reserve projected to remain above the minimum requirement. Ready to respond to the rising demand for proper

infrastructure, UNOPS was also encouraged by increasing demand for services from the United Nations Secretariat and the positive recommendation it received from the High-level Panel on Peace Operations.

65. Keen to adapt to change and to improve its delivery, UNOPS, she noted, had simplified its structure by decentralizing in order to empower its global operations. That move was an integral part of its risk management approach, focused on laying the groundwork for a dedicated quality assurance function. UNOPS was also showing leadership in sustainability; in 2016, it would publish its first ever sustainability report, adopting external best practices by aligning with the Global Reporting Initiative, a global standard. Similarly, in response to audit recommendations, UNOPS was reviewing the key areas of its human resource policies and practices to ensure it supported its partners to the highest standards, a top priority. In that regard, she underscored that more women than ever comprised its global management team.

66. UNOPS, she highlighted, played a central role in ensuring that development assistance and private and domestic funding complemented each other, so that private capital was well invested in developing countries. UNOPS worked with a wide range of partners to encourage investment in development projects, an endeavour for which its business model was well placed. That model included a cost recovery approach that more accurately attributed costs to projects, and lent itself to exploring innovative means of development financing. In that regard, UNOPS was further assessing the opportunities of social impact investing, especially important in light of diminishing development assistance.

67. Board members commended the Executive Director for her strong leadership in ensuring the continued viability of the UNOPS business model, which they highly valued, especially within the context of the 2030 agenda for sustainable development. They were pleased with UNOPS ongoing efforts to maintain a balanced budget, and encouraged it to continue to maintain its operational reserve above the minimum requirement. They welcomed the revised client pricing policy, which had led to increased transparency and reduced management costs, and encouraged UNOPS to continue to periodically revise its costs recovery policy in order to further improve efficiency and effectiveness. They appreciated that its budget presentation was harmonized with those of other United Nations organizations, for cost classification and results-based reporting, and concurred with ACABQ that UNOPS self-financing model demanded a two-year planning cycle due to forecasting difficulties.

68. Delegations recognized UNOPS move to collaborate more closely with other United Nations system organizations, and appreciated the organization's close working relationship with Member States and the ongoing consultations it had organized on their behalf. Underlining the importance of public-private partnership for SDG implementation, they strongly supported UNOPS work with the private sector and encouraged it, in that regard, to step up investments in the middle-income countries. They also supported UNOPS decision to maintain its current capacity levels to address SDG implementation, buttressed by private sector support, strongly encouraged UNOPS continued assistance to peacebuilding in crisis countries.

69. Delegations welcomed in particular the UNOPS report on procurement activities across the United Nations system and appreciated its robust data and statistical analysis, showing how United Nations procurement activities had evolved over the previous decade. They encouraged further improvements in the report, such as presenting procurement data in a standard way for all the funds, programmes and specialized agencies. They stressed the importance of efficient procurement for achieving United Nations goals and objectives, and commended the United Nations, led by UNOPS, for the procurement reforms it had undertaken since 2006. They also appreciated United Nations organizations' efforts to implement General Assembly resolution 57/279, which encouraged them to increase opportunities for developing country suppliers and those in transition. They emphasized, however, that expanding the procurement base had to be accompanied by steps to ensure best value for money. They also urged better delegation of authority and reduction in delays

in delivering goods and services, and requested that UNOPS include data on those issue in future reports.

70. In response, the Executive Director, UNOPS, reiterated that the organization was committed to working with its partners to meet programme delivery challenges throughout the world. She confirmed that UNOPS had been successful in improving its costing and pricing model and in reducing management expenses. The UNOPS business model, she noted, responded to private sector demands and needs and fostered the channelling of private funding into development cooperation, especially pertinent for SDG implementing. On procurement, UNOPS was keen to expand its partnerships and actively encouraged private companies to register on the UNOPS online global market place, and thereby benefit from tenders and participate in competition that benefitted projects serving people in need. UNOPS always looked to new ways to engage with Member States and looked forward to expand its presence in many more countries throughout the world.

71. The Executive Board adopted decision 2015/20 on UNOPS budget estimates for the biennium, 2016-2017.

72. The Executive Board adopted decision 2015/21 on the annual statistical report on the procurement activities of the United Nations system, 2014.

Joint segment

XIII. Financial, budgetary and administrative matters

73. The Director, Bureau of Management, UNDP, introduced the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2015/1). The Director, Procurement Support Office, UNDP, the General Counsel and Director, Legal Group, UNOPS, and the Chief, Procurement Services Branch, UNFPA, presented the report's focus areas and main conclusions from their organizational perspectives.

74. Delegations welcomed the report on joint procurement activities and the progress UNDP, UNFPA and UNOPS had made in reducing procurement costs and avoiding duplication. Since 2011, those efforts had resulted in significant improvements and savings throughout the United Nations system, thanks to more efficient processes, lower costs and stronger country office procurement. They encouraged all United Nations organizations to emulate that same financial discipline. They commended the organizations for the innovation they brought to joint procurement, which had resulted in cost savings, more efficient procurement processes and the provision of higher quality goods and services. They sought details on how the organizations intended to expand joint procurement beyond corporate requirements and into key commodities at central and country levels. They saw room to apply joint procurement successes in a more systematic way throughout programme procurement, for even more savings and targeted investments. They looked forward to updates on the consolidation of such practices in the following report.

75. Board members commended UNOPS for being awarded the gold certificate for sustainable development practices by the Chartered Institute for Procurement and Supply. Recognizing the organization's commitment to leading on sustainable, efficient, innovative practices, they encouraged other United Nations organizations to follow its example. They welcomed the innovative approach United Nations organizations had taken to identify non-United Nations partners when there was no scope for collaboration within the United Nations system. They also encouraged UNDP, UNFPA and UNOPS to establish joint service functions and centres in programme countries, as stated in the quadrennial review.

76. While recognizing that the report on joint procurement provided a great deal of information, delegations suggested that future reports be more analytical and specify how each organization benefitted from joint procurement activities. In that regard, they sought clarification on each

organization's actual percentage use of joint procurement. They also requested an update on ongoing efforts by the High-level Committee on Management of the United Nations Development Group to reach long-term agreements on vehicle purchases. They also sought information on progress in improving enterprises resource planning tool so that they ensure more effective flow of information. In addition, they wished to know if the joint initiatives had attracted more private sector actors to the United Nations Global Compact.

77. In response, the Director, Bureau of Management, UNDP, welcomed Board members' recommendations and their request for more analytical reporting in future joint procurement reports, assuring them that the three organizations would follow through, including details on actions by the UNDG High-level Committee on Management. Noting that the scope of the report was much wider than the previous year, he assured the Board that the organizations were keen to do more on joint procurement, which was an integral part of the broader United Nations coherence agenda and SDG implementation.

78. The Executive Board took note the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2015/1).

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

79. 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/2015/31-DP/FPA/2015/13). The Director, Bureau for Policy and Programme Support, UNDP, provided a presentation on the report.

80. Board members welcomed the report and, underscoring the implementation of the 2030 agenda for sustainable development, stressed the importance of achieving the goal to eliminate AIDS by 2030. They saw UNDP and UNFPA playing a central role in that effort, in particular through the UNAIDS strategic plan, 2016-2021. They welcomed the strengthened partnership between UNDP, UNFPA and other organizations active in the fight against HIV/AIDS, especially the Global Fund to Fight HIV/AIDS, Tuberculosis and Malaria. They were pleased with the organizations' efforts to forge a common approach focused on integrating the fight against HIV/AIDS into national health policies and other programmes, in particular those for reproductive health and reproductive rights. They urged the organizations to concentrate their efforts in partner countries, especially in designing social protection systems and universal health coverage. They highlighted that the fight against HIV/AIDS was integral to the wider issues of human rights and gender, and in that context, applauded focused efforts on young girls, often the primary victims. Furthermore, protecting the rights and access to care of lesbian, gay, bisexual and transgender persons, drug users and mobile populations, was crucial to meeting sustainable development goal 3. On intellectual property and treatment costs, they encouraged partner organizations to collaborate with the global health initiative UNITAID, which aimed to identify and step up access to innovative, affordable solutions to improve HIV/AIDS prevention, treatment and diagnosis. In that context, they welcomed United Nations organizations' and their partners' joint procurement efforts, which helped to reduce the cost of medicine. They also underscored the need to strengthen national capacities to manage procurement and stocks, which were key for long-term success.

81. In response, the UNFPA Deputy Executive Director (Programme) thanked delegations for their strong support to the fight against HIV/AIDS and the significant progress that has been achieved through innovative partnerships. Drawing attention to the 20th International AIDS Conference in Melbourne in 2014, she highlighted four intervention areas identified in a presentation by young people in which they called for: (a) the creation of a better enabling environment; (b) continued investments in treatment and science to reduce costs and expand access; (c) improved education on HIV/AIDS to ensure better, more informed choices; and (d) the need to

frame the discussion on HIV/AIDS within the context of love, stewardship and appreciation. That appeal to common humanity was, she stressed, the legacy of the extraordinary work in the fight against HIV/AIDS.

82. 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/2015/31–DP/FPA/2015/13).

XV. Field visits

83. The rapporteur presented the report on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, the United Nations Children's Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme (WFP) to Jordan (DP/FPA/OPS-ICEF-UNW-WFP/2015/CRP.1).

84. 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 were especially pleased to have visited a country, Jordan, that was dealing with a massive influx of refugees, as it gave Board members insight into the regional crisis and its effects on countries in the region. They saw the field visits as an excellent way to share experiences and lessons learned. They also highlighted the importance of United Nations system coherence in programme delivery at county level, building on their different comparative advantages.

85. The Executive Board took note of the report of the joint field visit of the Executive Boards of UNDP, UNFPA and UNOPS, UNICEF, UN-Women and WFP to Jordan (DP/FPA/OPS-ICEF-UNWWFP/2015/CRP.1).

Guidelines for field visits

86. The Secretary, Executive Board of UNDP, UNFPA and UNOPS, presented the guidelines for the field visits of the Executive Board of UNDP, UNFPA and UNOPS and for the joint field visits with UNICEF, UN-Women and WFP Executive Boards (DP/2015/CRP.3).

87. Board members welcomed the revisions to the field visit guidelines and recommended the following changes: (a) in paragraph 4(a), General criteria to be considered, point (iii), in place of 'A country that has not been visited before', suggest: 'a country that has not been visited before or the least number of times'; (b) in paragraph 4(c), Criteria in relation to the country, point (iv), in place of 'such as human rights or HIV/AIDS, the Millennium Development Goals or other frameworks', suggest: 'development and humanitarian aspects or HIV/AIDS, the post-2015 Sustainable Development Goals and other frameworks'; and (c) in paragraph 14, in place of 'It is advised that at least one mission member have ambassadorial status', suggest: 'It is advised that at least 25 per cent of mission members have ambassadorial status.'

88. In response, the Secretary, Executive Board of UNDP, UNFPA and UNOPS, highlighted that in the past, as part of its field visits, the Executive Board had visited a country specifically because of its evolving development context. She indicated that the field visit guidelines would be revised to reflect that approach. She noted that in order to avoid pre-empting the General Assembly adoption of the 2030 agenda for sustainable development, there was no mention of the 2030 agenda in the revised guidelines; she noted that reference to the agenda would appear in the final text. On ambassador-level participation in field visits, she highlighted that the proposed guidelines stated 'at least one' because in some past field visits there had been no ambassador-level participation at all. The secretariat would revise the text to reflect the proposed 'at least 25 per cent' phrase.

89. The Executive Board took note of the guidelines for the field visits of the Executive Board of UNDP, UNFPA and UNOPS and for the joint field visits with UNICEF, UN-Women and WFP Executive Boards (DP/2015/CRP.3).

XVI. Other matters

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

90. In his statement to the Board, the Chairperson, UNDP/UNFPA/UNOPS/UN-Women Staff Council, focused on four overarching issues: the impact of the recent organizational restructurings, transparency and accountability, 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.

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