



United Nations

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

**Report of the Executive Board on its work
during 2017**

**Economic and Social Council
Official Records, 2017
Supplement No. 15**



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

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United Nations • New York, 2017

Note

Symbols of United Nations documents are composed of letters combined with figures.

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Part one
First regular session 2017

**Held at United Nations Headquarters in New York
from 30 January to 3 February 2017**

I. Organizational matters

1. The first regular session 2017 of the Executive Board of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS) was held at United Nations Headquarters, New York, from 30 January to 3 February 2017. The President of the Board welcomed all delegations and thanked them for their trust in his leadership and their commitment to the work of the Board.

2. In accordance with rule 7 of the rules of procedure of the Executive Board, the Board elected the following members of the Bureau for 2017:

President:	Mr. Ib Petersen (Denmark)
Vice-President:	Mr. Omar Annakou (Libya)
Vice-President:	Mr. Talal Aljamali (Yemen)
Vice-President:	Ms. Laura Elena Flores Herrera (Panama)
Vice-President:	Ms. Carolina Popovici (Republic of Moldova)

3. The Executive Board adopted the agenda and workplan for its first regular session 2017 (DP/2017/L.1) and approved the report of the second regular session 2016 (DP/2017/1). The Board adopted the annual workplan for 2017 (DP/2017/CRP.1) and approved the tentative workplan for the annual session 2017.

4. Decisions adopted by the Executive Board in 2016 appear in document DP/2017/2, which is available on the UNDP website and on the Official Document System (ODS) of the United Nations.

5. The Executive Board agreed to the following schedule for future sessions of the Executive Board in 2017:

Annual session 2017:	30 May to 9 June 2017
Second regular session 2017:	5 to 11 September 2017

UNDP segment

II. Statement by the Administrator and country programmes and related matters

6. In her opening remarks to the Executive Board (available on the [UNDP website](#)), the Administrator, UNDP, began by presenting a video on the UNDP role in recovery and rebuilding in Haiti. She commended the President of the Board and new Vice-Presidents on their election, and paid tribute to the outgoing President and Vice-Presidents. The Administrator noted that this was a very important year for UNDP, as it would be working with the Board to develop a new strategic plan to guide its work for the years 2018–2021. She stated that she had advised the Secretary-General of her intention to leave UNDP at the end of her second term in April. She thanked the Board for its support throughout her tenure.

7. Turning to current work, the Administrator began by describing UNDP contributions and responses to the outcomes of major development processes over 2016, including the New York Declaration for Refugees and Migrants, the New Urban Agenda, the twenty-second session of the Conference of the Parties to the United Nations Convention on Climate Change in Marrakech, Morocco, and the thirteenth meeting of the Conference of the Parties to the Convention on Biodiversity in Cancun, Mexico. She noted that UNDP is the largest implementer of climate change initiatives

in the United Nations development system, with a grant portfolio of over \$2.8 billion across 140 countries, and leveraging another \$5.65 billion in co-financing. UNDP also has the largest biodiversity and ecosystems portfolio in the United Nations development system, with around 400 projects across 120 countries worth \$1.6 billion in grants, with a further \$5.1 billion raised through co-financing.

8. On the United Nations General Assembly resolution on the 2017–2020 quadrennial comprehensive policy review, the Administrator noted that Member States want the United Nations development system to deliver coherent and integrated support to implementation of the 2030 Agenda for Sustainable Development. She also stressed that the overarching principle of the 2030 Agenda is to leave no one behind, and that, in pursuit of that goal, the United Nations system would need to work across the Charter of the United Nations and overcome silos. To that end, she noted that the capacity for joined-up analysis and planning was being strengthened, as was the use of joint programming and multi-year joint funding, and of joint monitoring and evaluation. The transparency and frequency of common results reporting was also being enhanced. She further stressed that, as manager of the Resident Coordinator system, it was appropriate that UNDP pay the bulk of Resident Coordinator system expenses, noting, however, that getting support for a minor part of the cost by all parts of the system had proven problematic. She expressed the hope that an independent review would address this issue. On financing, the Administrator noted that the United Nations Development Group (UNDG) is actively exploring diverse financing options for the implementation of the 2030 Agenda and shared that UNDG was in the final stages of setting up a UNDG Joint Fund for the 2030 Agenda, which would facilitate providing integrated policy support to implementation of the Sustainable Development Goals at the country level.

9. The Administrator stated that steady progress was being made on the new UNDP strategic plan 2018–2021. She affirmed that the vision of the new plan would build on the current one of helping countries to achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. She noted, however, the emergence of certain global trends likely to shape the new strategic plan, including: (a) the need to respond to protracted crises, violent extremism, forced displacement, and major migrant movements; (b) the deepening effects of climate change and the global commitments to address these, which call for supporting accelerated adaptation and new models of inclusive and low-carbon growth; (c) fast urbanization, particularly in developing countries, and its associated challenges and opportunities; and (d) rising or high inequality within many countries and the ramifications for the economy, governance, human development and social cohesion. She pledged that UNDP would avail itself of the expanded range of development actors and funding arrangements currently available, including a greater role for South-South cooperation as a complement to Official Development Assistance.

10. The Administrator reported that UNDP had led “MAPS missions” to nine countries last year, in line with the UNDG-agreed Mainstreaming, Acceleration, and Policy Support (MAPS) approach to country support for implementing the 2030 Agenda. She stated that a further 40 MAPS missions were planned for 2017. She described other areas of UNDP contribution to progress on the Sustainable Development Goals, in addition to UNDP management of the Action Campaign on behalf of the United Nations development system. These included developing specific global indicators for the Sustainable Development Goals, supporting countries to assess and improve their national data capacities for achieving them and offering technical assistance to countries undertaking voluntary national reviews at the High-level Political Forum in July 2017.

11. Turning to work in crisis settings, the Administrator briefed the Executive Board on UNDP efforts in the Syrian Arab Republic, Lebanon, Jordan, Iraq, Libya, Yemen, Somalia, South Sudan, the Central African Republic, Nigeria and Gambia.

12. The Administrator then reported on various assessments of UNDP programmes and operations. She noted that the Institutional Effectiveness Assessment led by the Office of Audit and Investigation and the Independent Evaluation Office had observed improvement in the quality of country programme documents. Additionally, with the most recent audit for the year ending December 2015, UNDP had earned 11 years of clean audit reports from the United Nations Board of Auditors. The Administrator also noted the overall positive evaluation of its pilot activities under the Direct Budget Support and Pooled Fund policy, for which UNDP would be requesting an extension of validity, given the importance of sector budget support and pooled funds to the implementation of the 2030 Agenda.

13. The Administrator expressed appreciation for partner contributions to regular resources. In this regard, she especially acknowledged those Member States that had increased contributions to regular resources, joined or re-joined those making contributions to regular resources and committed to multi-year funding of regular resources. She also thanked contributors to the new UNDP Funding Windows. Describing UNDP efforts to diversify its resource base, she stated that overall funding flows to UNDP from international financial institutions increased by 44 per cent in 2016. She also made note of a new major gifts programme, which had increased UNDP visibility among new prospective partners, and the launch of the “Digital Good” platform for online giving, supported by the Saudi Arabia. Finally, she drew attention to the first direct private sector contribution to regular resources, from the Japan Innovation Network.

14. The President of the Executive Board, in paying tribute to the Administrator in her final appearance before the Board, proposed the adoption of a resolution in appreciation of the Administrator and of her tenure. Delegations paid tribute to the Administrator and commended her leadership of UNDP.

15. Delegations welcomed the overview of UNDP responses to the outcomes of recent development processes. In particular, they commended UNDP adherence to the letter and spirit of the quadrennial comprehensive policy review resolution. They stressed that the resolution provides a long-term strategic guide to harmonize the work of the United Nations development system, by calling on all funds and programmes to support implementation of the 2030 Agenda and the achievement of the Sustainable Development Goals in an integrated and coordinated way. They underscored the importance of UNDP support to national development efforts and to developing national capacities to attain development objectives. Referring to the 2030 Agenda, delegations highlighted the imperative of inclusiveness and the overarching mandate to “leave no one behind”. They urged UNDP to remain flexible and responsive to a range of country needs and contexts, including those of the least developed countries, small-island developing States and middle-income countries. Delegations also affirmed the need to strengthen the Resident Coordinator system, and encouraged UNDP to lead by example to foster a collegial, collaborative dynamic among members of the United Nations development system in order to strengthen cooperation and coordination.

16. Noting that the UNDP strategic plan 2018–2021 would be the first adopted within the framework of the 2030 Agenda, delegations expressed enthusiasm for the process of developing the new plan. They urged UNDP to work with delegations in a transparent and inclusive manner to develop a plan that reflects the interests and priorities of Member States, especially in the context of supporting Member States to achieve the Sustainable Development Goals. Delegations described the global setting

in which the next strategic plan would need to prove effective, particularly the repercussions of protracted security and humanitarian crises and of climate change. They exhorted UNDP to deepen its support to countries in strengthening resilience and promoting inclusive development, with a focus on poverty eradication and empowerment of the poorest and most vulnerable, including the disabled. Some delegations encouraged UNDP to find new ways of working to improve efficiency and effectiveness, deliver results and maximize impact in the countries it serves, including by coordinating the development of its strategic plan with that of the strategic plans of other funds and programmes.

17. A number of delegations focused on the preparation and submission of the different strategic plans for the funds, programmes and specialized agencies. They asked to be informed of the work and outcome of the United Nations joint working group, established to ensure a coordinated approach in the process, structure and complementarity of the different organizations' strategic plans, and requested that the organizations review and align their deadlines — with strategic options and an outline distributed to delegations at least one week prior to the scheduled workshop in March 2017. Each plan, they stressed, should include a 'chapeau' section explaining the UNDG-recommended approach and each organization's specific contribution. On a related note, some noted that the Board would function better if it received documentation well in advance of Board sessions, as this would facilitate reflection and more constructive responses.

18. Delegations acknowledged improvement in the areas of operational transparency and results reporting. At the same time, delegations underlined the importance of further improving effectiveness, efficiency, and flexibility in responding quickly to situations at the country level. Many delegations called for stronger coordination among United Nations country teams to better deliver as one. Some delegations requested that UNDP better synchronize its reform process with those of other funds and programmes, to allow Member States to more easily monitor progress across the United Nations development system.

19. Delegations expressed concern at the diminishing proportion of regular resources to other resources, noting that current development challenges underscored the vitality of the UNDP mandate and further emphasised the importance of predictable, stable, and adequate regular resources. Delegations commended efforts to expand the UNDP resource base, including through new funding arrangements with programme countries, new financing models, and an expanded partner base, including with international financial institutions and the private sector. Delegations also expressed support for UNDP efforts to promote South-South and triangular cooperation. They encouraged UNDP to build into the new strategic plan the adaptability to respond to new financial trends and a changing partner landscape.

20. In response, the Administrator thanked delegations for their statements, and in particular for their useful comments on the upcoming UNDP strategic plan for 2018–2021. She underscored the UNDP commitment to respond to the needs of least developed countries, small-island developing States and middle-income countries. She noted the development risks imposed by climate change and violent extremism and pledged that poverty eradication would remain at the foundation of UNDP programming. The Administrator stated that UNDP was actively working with other funds and programmes to harmonize implementation of the quadrennial comprehensive policy review resolution, including by participating in the development of a common framework. She also affirmed continued strong UNDP commitment to transparency. Finally, she thanked Member States for their commitment to a well-resourced UNDP, stating that predictable funding was essential to ensuring that UNDP could respond effectively to crises. The Administrator closed

her response by again thanking delegations for their warm tributes to her leadership of the organization.

21. The Executive Board adopted decision 2017/1 on expression of appreciation to Ms. Helen Clark, Administrator of the United Nations Development Programme, 2009–2017.

Country programmes and related matters

22. The Associate Administrator, UNDP, introduced the item. The UNDP regional directors for Latin America and the Caribbean and for Africa elaborated on the draft country programme documents for Botswana, Chad and Haiti.

23. The Executive Board reviewed and approved, in accordance with decision 2014/7, the following country programmes: Botswana ([DP/DCP/BWA/2](#)) and Chad ([DP/DCP/TCD/3](#)) for Africa; and Haiti ([DP/DCP/HTI/3](#)) for Latin America and the Caribbean.

III. Evaluation

24. The Director, Independent Evaluation Office, UNDP, introduced the item and presented the evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption ([DP/2017/4](#)). The Director, Bureau for Programme and Policy Support, UNDP, presented the management response to the evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption ([DP/2017/5](#)).

25. Board members thanked the Independent Evaluation Office for its report on the UNDP contribution to anti-corruption and addressing drivers of corruption and management for its response. Noting that the 2030 Agenda underscores the importance of combating illicit financial flows, delegations commended UNDP for undertaking leadership in this regard by integrating anti-corruption measures into its programming and policies. They urged UNDP to proceed with the development of a comprehensive anti-corruption strategy and to enhance its in-house capacity to deliver better results on anti-corruption initiatives. Acknowledging a dearth of available resources at the country level for dedicated anti-corruption initiatives, making it difficult to mainstream anti-corruption across sectors, they encouraged UNDP to be proactive in unlocking new sources of funding and in seeking synergies with other development actors, such as the World Bank and the United Nations Office on Drugs and Crime.

26. Delegations exhorted UNDP to focus its efforts where there was strong political will and national ownership of the anti-corruption agenda, rather than purely on the basis of representation. They asserted that anti-corruption should be central to the UNDP strategic plan 2018–2021, on the basis of Sustainable Development Goal 16, and should be a focus of UNDP work in high-risk contexts such as fragile States. Delegations also called on UNDP to ensure that gender equality and women's empowerment were adequately mainstreamed into its anti-corruption work.

27. In response, the Director, Independent Evaluation Office, UNDP, affirmed that UNDP would seek opportunities to engage in more joint programming. He asserted that, although UNDP garnered high visibility for its anti-corruption efforts because of its global positioning, those efforts were constrained by reductions in regular resources.

28. The Director, Bureau for Programme and Policy Support, UNDP, stated that many Governments had demonstrated a willingness to combat corruption, and to work with the United Nations development system and with Member States in this regard.

Noting that UNDP research indicated that open data and transparent processes were more effective than parliamentary monitoring groups and anti-corruption commissions, he described UNDP work on e-governance and technological solutions and pledged to more deeply integrate anti-corruption work into broader institutional reform efforts. He provided several examples of anti-corruption initiatives at the country level, citing efforts in Mexico to protect natural resources, in Panama to enhance transparency, and in Gabon to educate children on the ways in which corruption affects everyday life. Finally, he stated that approximately 4 per cent of UNDP regular resources were spent on anti-corruption work and noted that Member State contributions to peacebuilding also funded anti-corruption initiatives.

29. The Director, Independent Evaluation Office, UNDP, then presented the evaluation of disability-inclusive development at UNDP (DP/2017/6). The Director, Bureau for Programme and Policy Support, UNDP, presented the management response to the evaluation of disability-inclusive development at UNDP (DP/2017/7).

30. Delegations commended UNDP contributions to the Convention on the Rights of Persons with Disabilities and its achievements thus far in supporting disability-inclusive improvements to legal and policy frameworks. They noted that UNDP was well placed to advocate for the interests of people with disabilities and urged UNDP to use its Resident Coordinator role to promote disability-inclusive programming and policies throughout the United Nations development system. They requested that the UNDP strategic plan, 2018–2021, include clear disability-inclusive targets, goals and initiatives, together with an action plan for driving the agenda in the light of the recommendations of the evaluation. They urged UNDP to prioritize disability-inclusiveness in its own facilities and staffing, as well as to strengthen data gathering and analysis on people with disabilities.

31. The Executive Board adopted decision 2017/2 on the evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption and the management response, and on the evaluation of disability-inclusive development at UNDP and the management response.

IV. Financial, budgetary and administrative matters

32. The Deputy Director, Bureau for Management Services, UNDP, introduced the item and presented the evaluation of the pilot activities carried out under the direct budget support policy.

33. Board members welcomed the report on the evaluation. They recognized direct budget support as among the flexible responses and tools available to UNDP in its support of the 2030 Agenda. At the same time, delegations exhorted UNDP to ensure that the primary role of direct budget support was to support national capacity and policy development, and to use the sector budget support modality only in exceptional cases based on clearly expressed demand, with clearly delineated roles for UNDP.

34. In response, the Deputy Director, Bureau for Management Services, UNDP, assured Board members that direct budget support would be used in exceptional cases only. He described the several tiers of risk mitigation and internal controls associated with direct budget support. Reiterating this position, the Directors of the Regional Bureau for Asia and the Pacific and the Regional Bureau for Africa, UNDP, both confirmed to delegations that UNDP used the modality only upon national demand to strengthen policy support, rather than to provide funds for service delivery.

35. The Executive Board adopted decision 2017/3 on the evaluation of the pilot activities carried out under the direct budget support policy.

UNFPA segment

V. Statement by the Executive Director and country programmes and related matters

36. In his statement to the Executive Board, the UNFPA Executive Director drew attention to the Fund's active engagement in implementing the 2030 Agenda for Sustainable Development and the International Conference on Population and Development beyond 2014 agenda, which UNFPA was pursuing in close collaboration with other United Nations development system organizations and in line with the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system, laid out in General Assembly resolution [71/243](#). He stressed that gender equality and women's empowerment would remain the top priorities in the new UNFPA strategic plan, 2018–2021, as reaffirmed at a workshop organized for Board Members on the strategic plan in December 2016. The new strategic plan, he highlighted, was built in close collaboration with all stakeholders. The Fund was also proactively contributing to the UNDG strategic planning working group to collectively align and interconnect the United Nations development system organizations' strategic plans with the 2030 Agenda, the Sustainable Development Goals and the quadrennial review.

37. The Executive Director affirmed that the UNFPA strategic plan, 2018–2021, would strongly position the Fund within the 2030 Agenda, and focus on delivering transformative results, informed by a robust evidence base and guided by the “bull's eye”, in response to global development and humanitarian situations. While much progress had been made, especially in boosting maternal health, the Fund continued to face challenges, notably funding constraints, an uncertain political environment, historic levels of displacement, exacerbated humanitarian needs and pushback on issues related to sexual and reproductive health and reproductive rights and gender equality. To ensure UNFPA was able to achieve its mandate, he called on Board members to honour their funding commitments to the Fund and to step up funding to regular (core) resources, if possible, and, in particular, to offset the Fund's recent and ongoing austerity measures.

38. The Fund, the Executive Director noted, continued to explore ways to reduce costs and improve efficiency by cost mapping, freezing vacancies, streamlining processes and freeing up staff capacity and resources. Those efforts included tweaking the business model to address changes in global and local environments and taking a differentiated approach more suitable to country needs. Similarly, UNFPA was adapting its financing and funding strategies in the new plan to meet evolving financial constraints and opportunities, while expanding the donor base and building further on South-South and triangular cooperation opportunities, including concerted efforts to mobilize alternative resources, hand in hand with better organizational effectiveness, efficiency and delivery.

39. On the humanitarian front, an area where Board members urged UNFPA to play an ever-growing role, the Executive Director drew attention to the Fund's sexual and reproductive health and reproductive rights services, including gender-based violence, in crisis and conflict countries, from Afghanistan to Mali and from the Central African Republic to the Syrian Arab Republic. Those efforts had brought enormous relief to millions of women, girls, adolescents and youth, fostering a smoother transition from crisis to development.

40. Turning to data, the Executive Director highlighted that UNFPA, as one of many United Nations development system organizations engaged in that field, had a unique role in supporting data systems in the collection of population data and sexual and

reproductive health data, often in partnership with a range of data networks, and building on 40 years of support to national censuses. Similarly, the Fund had a special role to play in helping countries capitalize on the demographic dividend through advocacy, engagement and family planning, as exemplified at the twenty-eighth African Union Summit, held in Addis Ababa in January 2017. The Fund's work in that area was vital to realizing the transformative promise of the 2030 Agenda, especially its impact on adolescent girls, by providing safe spaces, mentoring, literacy and life skills classes, comprehensive sexuality education and sexual and reproductive health services. The Executive Director appealed to Board members to ensure the Fund's crucial role in helping girls everywhere to go and stay in school; to be free from child marriage, teenage pregnancy and violence; to know and exercise their rights; and to realize their full potential and help to make a better world.

41. Board members highlighted the importance of 2017 for UNFPA as it finalized its new strategic plan, 2018–2021, which, they stressed, should reinforce its mandate under the Programme of Action of the International Conference on Population and Development and the 2030 Agenda. They expressed continued strong support for UNFPA work in crisis and non-crisis countries. They welcomed the Fund's focus on family planning, the demographic dividend, rapid humanitarian response and resilience building, and data for development work, in line with the principles of the International Conference on Population and Development, the 2030 Agenda and the 2016 quadrennial review. The Fund's mandate, they emphasized, was crucial to the achievement of the Sustainable Development Goals, while the quadrennial review provided an excellent framework for the coherence of the United Nations development system, a necessary component for the success of the UNFPA mandate.

42. Delegations strongly supported the Fund's human rights-based approach and its focus on the most vulnerable, especially adolescent girls and youth. Despite progress in maternal health and notable reductions in maternal mortality, there was a call for the Fund to step up its efforts in that area. Other delegations called on UNFPA to continue to pursue efforts to eradicate female genital mutilation/cutting. Still others stated that slow movement of United Nations reform efforts would negatively affect the implementation of the 2030 Agenda and the Fund's ability to deliver results, especially in protracted conflict and crisis settings. They encouraged UNFPA and the United Nations development system to pursue system-wide coherence, as laid out and reiterated in the quadrennial review and looked forward to discussing how the recommendations of the Secretary-General on the quadrennial review could further advance that goal. A number of delegations noted that the new strategic plan, 2018–2021, should reflect both quadrennial review principles on coherence and the related recommendations of the Secretary-General. They also underscored the importance, both for the Fund and United Nations development system organizations overall, of accountability, transparency, value for money, common services, efficiency and stronger monitoring and evaluation. They commended UNFPA for its impressive humanitarian response and its invaluable work bridging the humanitarian-development divide, and they encouraged the Fund to follow the agreements reached at the World Humanitarian Summit in line with the "Grand Bargain on humanitarian financing".

43. The large majority of delegations expressed concern about the continued trend of declining core resources, which, they noted, had to be stable and predictable in order for UNFPA to fulfil its mandate. Similarly, there was concern over reductions at the regional level owing to the difficult financial situation. Across the Board, delegations encouraged each other to step up their contributions, stressing that a strong base of regular resources remained the priority. At the same time, they recommend that the Fund make every effort to explore broader funding sources and new partnerships, including with the private sector and through domestic financing.

The continued decline in core funding, delegations noted, meant that inter-agency coherence was more important than ever. Delegations commended UNFPA for its inter-agency engagement, promotion of its comparative advantages and adaptability. In addition, two delegations announced they were sponsoring a new global fund-raising initiative called “She Decides”, which includes a platform allowing for private-sector contributions.

44. Member States welcomed the Fund’s work in data for development. They viewed data analysis and sharing, and the disaggregation of data, as key ways to build partnerships and political will and to allow UNFPA to target and assist the most vulnerable, “leaving no one behind”. The Fund’s work in collecting data demographic trends and population issues, including their effect on climate change and human rights, were likewise commended as crucial. Delegations considered the Fund’s data analysis work vital for UNFPA to tailor its assistance to different country conditions and settings. Data and evidence, they noted, should inform its new strategic plan, 2018–2021, its approach to resource mobilization, and its work to forge targeted results and ensure greater efficiency and effectiveness. They stressed the importance of integrating monitoring and evaluation into all aspects of the plan, so that they fed back into planning and programming.

45. Several delegations drew attention to the benefits and drawbacks of multi-country offices and programmes. They noted that countries in regions with UNFPA multi-country offices (Asia and the Pacific and Latin America and the Caribbean), many of which were middle-income countries and small-island developing States, were particularly susceptible to external shocks. Those regions and countries, they said, required a differentiated approach adapted to their special needs. Delegations were concerned that declining core funding would set back hard-won development gains in the regions and force the Fund to reduce staffing and services. Some expressed concern that the proposed tweaking of the business model might negatively affect middle-income countries and small-island developing States, an issue they hoped the strategic plan, 2018–2021, would address. Others drew attention to the importance of UNFPA work in the least developed countries and in implementing the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020, especially in building local capacity for sexual and reproductive health services.

46. A number of delegations focused on the preparation and submission of the different strategic plans for the funds, programmes and specialized agencies. They asked to be informed of the work and outcome of the United Nations joint working group, established to ensure a coordinated approach in the process, structure and complementarity of the different organizations’ strategic plans, and requested that the organizations review and align their deadlines — with strategic options and an outline distributed to delegations at least one week prior to the scheduled workshop in March 2017. Each plan, they stressed, should include a “chapeau” section explaining the UNDG-recommended approach and each organization’s specific contribution. On a related note, some noted that the Board would function better if it received documentation well in advance of Board sessions, as this would facilitate reflection and more constructive responses.

47. In response, the Executive Director thanked delegations for their strong support to the Fund’s mandate, both politically and financially and assured them that UNFPA would make sure to reflect their comments and recommendations in the new strategic plan, 2018–2021. UNFPA would continue to play an active role in the United Nations joint working group, he said, not only to align the strategic plans of the various organizations but also to ensure coordinated delivery at the country level, to maximize resources and assistance to Governments in achieving the 2030 Agenda. He assured Board members that UNFPA would continue unwaveringly its work on adolescents

and girls, particularly in humanitarian settings, buttressed by a strong gender focus and its human rights-based approach. He highlighted that the Programme of Action of the International Conference on Population and Development specified that the Fund's mandate and all aspects of its work, including the "bull's eye", were unequivocally grounded in human rights, which also included gender equality and women's empowerment. He reassured the Board that humanitarian considerations would be mainstreamed into all elements of the strategic plan, 2018–2021, covering both conflict and climate issues, and focusing on especially vulnerable regions and countries, such as small island developing States. He stressed that the Fund's data work, including training in its collection and use, was key in those efforts, as it informed policy and helped to ensure the best results. Affirming that UNFPA would continue to lead on sexual and reproductive health and reproductive rights as well as family planning, he noted that the new strategic plan, 2018–2021, was the first in a series of three strategic plans that would guide the Fund's work throughout the 2030 Agenda. Universal access to sexual and reproductive health, reproductive rights and family planning would be a central focus in all three upcoming strategic plans, both in policy and in implementation, especially for the most vulnerable and marginalized. UNFPA, he pointed out, was an active partner in the movement, launched at the twenty-eighth African Union Summit in Addis Ababa, to reinvigorate the Family Planning 2020 global partnership. He stressed the importance of family planning as a central element of the Fund's mandate, with positive repercussions in all other aspects of its work, including achievement of the demographic dividend, covering both youth and the aged. Noting that UNFPA was actively engaged in United Nations development system coordination and alignment with the quadrennial review, he emphasized that, in order to achieve its mandate, UNFPA needed the political support of the Board as well as strong financial backing, especially in funding its core resources. He called on the Board to guarantee that human rights remained indivisible — because one could not exist without the other. Data systems, he noted, were a crucial factor in that fight — to empower individuals, evaluate results and guide investments. UNFPA would continue to engage closely with Board members in all those areas.

Country programmes and related matters

48. The UNFPA Deputy Executive Director (Programme) introduced the item. The UNFPA regional directors for the Arab States, East and Southern Africa and Latin America and the Caribbean presented the second one-year extension of the country programme for Somalia and the country programmes for Botswana and Haiti, respectively.

49. The Executive Board reviewed and approved, in accordance with its decision 2014/7, the country programmes documents for Botswana ([DP/FPA/CPD/BWA/6](#)) and Haiti ([DP/FPA/CPD/HTI/6](#)).

50. The Executive Board approved the second one-year extension of the country programme for Somalia ([DP/FPA/2017/3](#)).

VI. Evaluation

51. The Director, UNFPA Evaluation Office, presented the thematic evaluation of UNFPA support to adolescents and youth, 2008–2015 ([DP/FPA/2017/CRP.1](#)), followed by the management response presented by the UNFPA Deputy Executive Director (Programme).

52. Delegations, in a joint statement, welcomed the timely evaluation of UNFPA support to adolescents and youth, 2008–2015, as well as the management response,

and commended the hard work of the Evaluation Office, the team of evaluators from the Swiss Tropical and Public Health Institute and the evaluation reference group, all of whom, they noted, had ensured the robustness of the evaluation. Underscoring the importance of assisting adolescents and youth, who often faced social and political barriers to realizing their full potential, the delegations stressed that UNFPA had to remain at the forefront in addressing the needs of adolescents and youth, especially with regard to sexual and reproductive health, given the Fund's distinct comparative advantage, as pointed out in the evaluation. They concurred with the evaluation recommendation that UNFPA should focus on its mandate and added value, so that it would continue to lead on the broader agenda for adolescents and youth, especially within the framework of the 2030 Agenda. They commended the Fund for consistently incorporating human rights aspects, gender responses and culturally sensitive approaches into adolescents and youth programming at all levels and encouraged UNFPA management to continue to build on its strong record of achievement in supporting adolescents and youth on the development of the new strategic plan, 2018–2021.

53. The delegations recognized the recommendation contained in the evaluation that UNFPA strengthen the clarity and coordination of its strategy to support adolescents and youth and to coordinate more closely with other United Nations development system organizations to prevent, resolve and respond to the needs of adolescents and youth. They stressed that all organizations should remain focused on shared goals and comparative advantages while engaging more actively with national and key health and protection system stakeholders. They also supported the greater integration of adolescent girl programming. Targeted programming on issues related to adolescent girls, they noted, had to be a central element in the new strategic plan, 2018–2021. Stepping up efforts in that area required deepening gender-sensitive responsive tools and indicators, and engaging men and boys to advance gender equality. They further concurred with the recommendation that the strategic plan had to target the most marginalized adolescents and youth through stronger analysis and use of data, and agreed that UNFPA should develop clear operational definitions of “marginalized” and “vulnerable” groups — a move, they stressed, that would help to better target that group in future planning and programming. Finally, they stressed that the Fund should pursue meaningful engagement with adolescents and youth at all levels of programming and encouraged UNFPA to work closely with young people and other stakeholders through greater investments in local knowledge and capacity. Empowering women and girls to their full potential for leadership was key to that endeavour.

54. The delegations welcomed the management response, noting that it adequately addressed the concerns raised while outlining satisfactory next steps. Pointing to progress to date, delegations were pleased to note that UNFPA had already begun to address many of the evaluation's recommendations. They were pleased to see that management was receptive to the recommendation that UNFPA should continue to coordinate and deliver multisectoral, holistic support for adolescents and youth while ensuring the centrality of the needs of the adolescent girl.

55. In response, the Director, UNFPA Evaluation Office, welcomed the reflections on the evaluation and how the recommendations should be incorporated into the UNFPA strategic planning process. She thanked management for its thorough and comprehensive response to the evaluation and urged both the Board and UNFPA management to follow up on the evaluation's recommendations in subsequent years.

56. The UNFPA Deputy Executive Director (Programme) stressed the importance of greater coordination and in maximizing the comparative advantages of United Nations organizations, as well as the need for specific intergenerational indicators on adolescent girls that were gender sensitive and included men and boys. She agreed

with the need to define terms such as “marginalized” and “vulnerable” and welcomed the Board’s positive comments on the Fund’s continued leadership role in the area of adolescents and youth.

57. The Executive Board adopted decision 2017/4 on the thematic evaluation of UNFPA support to adolescents and youth, 2008–2015.

58. The Executive Board Bureau decided to withdraw the draft decision on the thematic evaluation of UNFPA support to family planning, 2008–2013 (DP/FPA/2016/CRP.5). In that regard, two delegations, highlighting the importance of oversight and guidance based on independent evaluations, expressed regret that the Board was unable to reach consensus on the draft decision on the thematic evaluation, which had already been deferred from the second regular session 2016. They noted that the draft decision was a highly crafted compromise text that had undergone extensive consultations and received broad Board support. They trusted that UNFPA management had taken note of that support and would implement the evaluation’s recommendations, keeping the Board informed of its follow-up in the elaboration of the next strategic plan, 2018–2021.

UNOPS segment

VII. Statement by the Executive Director

59. In her opening address to the Board (available on the UNOPS website), the Executive Director, UNOPS, welcomed the arrival of the new Secretary-General and Deputy Secretary-General. She stated that UNOPS would coordinate with their offices as it prepared its new strategic plan, which would be fully aligned with the 2030 Agenda. She described UNOPS as a distinctive self-financed United Nations entity, able to deploy personnel and resources with unparalleled speed to respond to crises. In this regard, she provided several examples of UNOPS contributions to peace and security. She spoke of UNOPS support to the Standby Team of Senior Mediation Advisers of the Department of Political Affairs, which had made about 100 deployments in 2016, some within as few as 16 hours from the time of request. During the Ebola epidemic, UNOPS had mobilized a team of experts within 12 days with the support of the Bill and Melinda Gates Foundation. In Mali, UNOPS procured \$18 million in equipment for the United Nations Mine Action Gateway within two weeks; and in Nepal, it engaged and equipped 2,500 housing surveyors within 16 days of the earthquake. Noting that procurement accounted for half of UNOPS delivery, the Executive Director stated that although UNOPS in 2016 had been named a gold standard bearer by the Chartered Institute of Procurement and Supply, it sought to further improve collaboration, efficiency and sustainability in its procurement practices, as called for in the quadrennial comprehensive policy review resolution.

60. Stating that around \$4.5 trillion in infrastructure investments would be needed each year for the next 15 years in order to achieve the Sustainable Development Goals, the Executive Director described the UNOPS seed capital investment facility, which is designed to attract capital from companies, organizations and funds for impact investing. She described infrastructure projects in Sierra Leone and Saint Lucia that could attract private investment. Turning to organizational improvements, she described measures to strengthen risk management and internal controls, including through a new governance, risk and compliance platform to improve internal decision-making.

61. Board members commended UNOPS for its modern, innovative approaches to sustainable procurement and project implementation and management, grounded in the principles of sustainable development, as laid out in the 2030 Agenda. They

praised the UNOPS commitment to rapid service, and to keeping costs low and services accessible to Member States across the range of country contexts, including the least developed countries, small-island developing States and fragile or conflict-affected States. Delegations encouraged UNOPS to develop its new strategic plan in an open and collaborative way, and to continue to strengthen risk management and internal controls. Some delegations expressed surprise at the low levels of reported fraud.

62. In response, the Executive Director, UNOPS, welcomed the continued strong support of the Board for its work in fragile and conflict-affected States. She assured delegations of the robustness of UNOPS anti-fraud mechanisms.

Joint segment

VIII. Recommendations of the Board of Auditors

63. The Director, Bureau for Management Services, UNDP, introduced the report of UNDP and the United Nations Capital Development Fund (UNCDF) on the implementation of the recommendations of the Board of Auditors for 2015 (DP/2017/11). The Deputy Executive Director (Management), UNFPA, introduced the report of the Executive Director: follow-up to the report of the United Nations Board of Auditors for 2015: status of implementation of the recommendations (DP/FPA/2017/1). The Deputy Executive Director, UNOPS, introduced the report of UNOPS on the status of the implementation of the recommendations of the Board of Auditors for 2015 (DP/OPS/2017/1).

64. Board members commended the unqualified audit opinions for UNDP, UNCDF, UNFPA and UNOPS, and welcomed the progress made overall by all four organizations in the implementation of the recommendations of the Board of Auditors.

UNDP

65. Delegations, while commending UNDP on an unqualified audit opinion, expressed concern that only half of the top priorities had been implemented. They noted that UNDP had reported 16 cases of fraud or possible fraud to the Board, and queried whether this was due to an increase in fraud or to improved capacity to report fraud. Delegations also suggested making audit reports management response more useful by more fully reflecting the recommendations of the Board of Auditors and describing in greater detail how UNDP intended to address them, especially with respect to recurring issues. They further recommended including a summary of oversight mechanisms showing how implementation would be monitored.

66. While delegations welcomed proposed actions to address lapses in procurement management, including the decision to move high-risk, high-volume procurement to regional hubs and global shared service centres, they nevertheless requested an update on how UNDP intended to address the underlying issues that had led to the lapses in the first place. Delegations also requested further information on plans and progress towards risk-based oversight of country offices.

67. In response, the Director, Bureau for Management Services, UNDP, welcomed suggestions on how to make the management response to audit reports more useful. On the issue of fraud reporting, while it could not be confirmed whether the increase in fraud reporting reflected an increase in scrutiny or an increase in fraud, he reported that UNDP was now scrutinizing transactions more closely. In addition, he reported that UNDP had a broad anti-fraud strategy, as well as targeted improvements to

business practices designed to bolster transparency. Finally, he acknowledged that there was still room for improvement in project management, in particular with respect to the closing of projects. He pledged that UNDP would make more active use of the revised evaluation policy to tighten feedback loops on substantive assessments of the effectiveness of its projects.

UNFPA

68. Delegations welcomed UNFPA progress in implementing Board of Auditors recommendations since 2016. They were pleased with the unqualified audit opinion for UNFPA financial statements for 2015 and noted the positive comments of the Board on the overall financial situation of the Fund. They were concerned, however, with the decline in core funding, and sought clarity on the Fund's actions to diversify sources of funding. Given UNFPA exposure to risks in complex operating environments, the delegations were pleased to see progress in the Fund's efforts to establish and roll out its enterprise risk management framework. They welcomed the recommendations of the Board on the need to develop a global risk mitigation strategy for all UNFPA operations, along with country-specific risk and response strategies. They were pleased with the Fund's ongoing efforts to manage risk at the local level, but encouraged further work, concurring with the recommendation that country offices should document risk assessment processes and set up comprehensive risk assessment plans, while building staff capacity. They encouraged UNFPA to engage with UNDG partners to maximize cooperation in that area.

69. The delegations supported the recommendation of the Board of Auditors that the Fund continue to build the capacity of implementing partners to better assess results and carry out quality assurance to address weaknesses. They endorsed the recommendation on results-based management, noting it would improve the ability of UNFPA to measure and monitor indicators, and encouraged the Fund to work with country team members facing similar challenges.

70. Delegations fully supported the recommendation of the Board of Auditors to document the process of determining support cost rates, especially in the light of restricted resources. They welcomed the recommendation to strengthen procurement procedures and minimize risk and encouraged the Fund to collaborate closely with United Nations development system organizations to improve common services in that area, which would help the Fund to maximize efficiency gains. They sought information on the new UNFPA shipment tracker system and encouraged the Fund to strive to maximize value for money in all areas of operation. They asked UNFPA to clarify how declining core and increased earmarked contributions had affected its business model, and how risks were being mitigated. They also inquired how the Fund managed its short-term assets and exchange rate risks and fluctuations. Finally, they asked the Fund to elaborate on how the changing financial situation affected the status of implementation of Board of Auditors' recommendations.

71. In response, UNFPA Deputy Executive Director (Management) stated that, in 2016, UNFPA had focused on the recurrent issues highlighted by the Board of Auditors, often also raised by donors and others. It was important for UNFPA to look at them holistically, following a tight process of identification, analysis and associated action plans. She noted that the Fund closely monitored discussions on core funding, through a thorough cost mapping, adjusting its operations to tally with the availability of core funds. Likewise, as part of austerity measures, UNFPA closely monitored travel, consultancies, training and other items in order to ensure that activities have value for money, are needs driven and have a specific purpose and outcome. The business model, she noted, would be best discussed as part of the Fund's work to develop its new strategic plan, 2018–2021.

72. The Director, Division for Management Services, UNFPA, highlighted that the Fund was in the second year of its enterprise risk management cycle for 2015–2016. During the first stage, 138 business units were required to perform a full risk assessment, which was much improved from the first year. The units had to include justifications for inherent and residual risks, and in the event of high risk, an action plan had to be included. During the second stage, set to begin in November 2017, UNFPA will undertake a review of those high risks through a risk treatment working group, composed mostly of specialists, who will review all critical areas, distinguishing between local and corporate. He noted that UNFPA business units honed in on 11 strategic risks as well as fraud in five areas each year, as part of a wider strategy on fraud. He also stated that UNFPA was in the final stages of revising the new fraud policy, which was scheduled to be approved in the first quarter 2017. That approval would be followed by an extensive training package for UNFPA staff as well as implementing partners. On a related issue, highlighting that almost 30 per cent of UNFPA expenditures went through national execution, he noted the Fund had fully adopted the harmonized approach to a cash transfers modality in 2016. UNFPA had conducted annual financial management reviews of the expenses of a majority of implementing partners by an independent audit firm; the Fund would continue to undertake those reviews in addition to spot checks under the harmonized approach to a cash transfers modality. He noted that UNFPA had begun using an inventory shipment tracker as part of its enterprise resources management and added that, for currency management and other financial issues, the Fund continued to use UNDP services, on which the two organizations collaborated closely through regular meetings.

73. The Executive Board adopted decision 2017/5 on the reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors for 2015.

IX. Follow-up to the meeting of the UNAIDS Programme Coordinating Board

74. The Director, Bureau for Programme and Policy Support, UNDP, and 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/2017/12-DP/FPA/2017/2](#)), which was followed by a statement by the UNAIDS Deputy Executive Director.

75. Delegations welcomed the report and the results achieved. They encouraged UNDP and UNFPA to report systematically on progress and results, and, in doing so, to indicate how they were linked to their respective results frameworks. In particular, they wanted to see better reporting to the UNAIDS Programming Coordinating Board on attributable results delivered with core UNAIDS funding — especially since co-sponsor transparency and accountability had been recurring themes at the meetings of the Board. They stressed that UNAIDS should facilitate coordination and synergies between different co-sponsors, as part of its core mandate to unite the organizations of the United Nations development system in the global fight against HIV and AIDS. UNAIDS, UNFPA and UNDP, they emphasized, should coordinate their activities in accordance with their mandates and agreed division of labour, particularly in sexual and reproductive health, comprehensive sexuality education, outreach to adolescents and youth and human rights programming. The delegations encouraged UNFPA and UNDP to mainstream HIV/AIDS into their new strategic plans, in order to support the delivery of the UNAIDS strategy, 2016–2021, and to find solutions to the difficult financial situation of UNAIDS.

76. Another delegation expressed strong support for grounding UNAIDS work in human rights principles and underscored its strong track record as a United Nations coordinator in the fight against HIV and AIDS. However, since adequate resources were essential to its success and to the continued fight against HIV/AIDS, a reduction in core resources was therefore worrisome, as it could imperil efforts to end the disease. UNAIDS co-sponsors should not depend on the UNAIDS unified budget, results and accountability framework for financial support but should also include HIV/AIDS-related work within their own budgets. In closing, the delegation welcomed the panel co-convened by the UNDP Administrator, as chair of UNDG, and the UNAIDS Executive Director and looked forward to a stronger, more sustainable Programming Coordinating Board business model at its next formal meeting in September 2017.

77. In response, the UNFPA Deputy Executive Director (Programme) recognized the requests from delegations for greater clarity in joint reporting, transparency and accountability, and in maintaining a human rights-based approach. She noted that UNFPA had reported in detail on its UNAIDS joint programme monitoring system and sought to link the outputs and indicators relevant to the unified budget, results and accountability framework within its internal strategic information system. As it reassessed reporting for its forthcoming strategic plan, 2018–2021, the Fund, she assured, would heed the suggestions made by the delegations. She highlighted that UNFPA was mainstreaming HIV and AIDS in its new strategic plan in an integrated way across all outcome areas, especially on adolescents and youth — the target group for the joint UNDP-UNFPA programme called “All In”. She also noted that UNFPA humanitarian funding included a leveraging component to prevent HIV and sexually transmittable infections. UNFPA, she affirmed, recognized the need to step up resource mobilization while pursuing complementarity among co-sponsors, which the unified budget, results and accountability framework was meant to catalyse. She stressed that success stories demonstrated that integration projects across countries and regions, such as the triple condom approach, were part of the way forward, and that UNFPA was actively seeking to reinvigorate its approach to HIV/AIDS as part of the 2030 Agenda.

78. The Director, Bureau for Programme and Policy Support, UNDP, also recognized the need for more systematic reporting on the UNDP results framework, which the series of new, much more integrated, strategic plans leading up to 2030 would reflect. He noted that, with results being positive overall, the organizations had everything to gain from perfecting more systematic reporting. He recognized that the issues at hand were critical and that the division of labour was crucial to focusing on key populations, a risky and difficult area of work, which was why Board political and financial support were so important. He stressed that the organizations of the United Nations development system worked well together in fighting the HIV/AIDS epidemic, thanks in large part to UNAIDS and the clear division of labour among co-sponsors, among whom complementarity was the norm and overlaps were few and far between.

79. The Deputy Executive Director, UNAIDS, underscored the crucial importance of maintaining political and financial support for the joint programme, which, she stressed, could end the epidemic by 2030 through its ongoing fast-track approach and the continued solidarity and commitment among partners. She stressed that the epidemic affected the most vulnerable in society and ending HIV/AIDS was crucial to achieving the 2030 Agenda. UNAIDS was committed to working with its partners to devise a sustainable and strengthened operating model, which it would present at the next meeting of the Programming Coordinating Board in September 2017, and, most importantly, to delivering results at the country level.

80. The Executive Board took note of the report on the implementation of the decisions and recommendations of the UNAIDS Programme Coordinating Board ([DP/2017/12-DP/FPA/2017/2](#)).

X. Other matters

UNFPA special event: data systems within the framework of the Sustainable Development Goals

81. UNFPA organized the special event as a platform to stimulate discussion on the current challenges and opportunities related to strengthening national data systems for the implementation, follow-up and review of the 2030 Agenda. The event featured three separate presentations by panel members and specialists on current initiatives in Afghanistan, El Salvador and Uganda, which offered a country-level perspective on the challenges and success stories countries face at the onset of the implementation of the 2030 Agenda, including: (a) Afghanistan: transforming official statistics to support the implementation of the Sustainable Development Goals: using the ‘big data’ of satellite imagery for census in Afghanistan; (b) El Salvador: mapping teenage pregnancy using administrative records; and (c) Uganda: strengthening data for development systems for monitoring and implementing the sustainable development agenda. The aim of the event was threefold: (i) to create a common understanding of areas with the greatest need for better data collection, processing and analysis, and mobilize stakeholders through the display of successful projects; (ii) to highlight innovations of data collection and analysis, especially in crisis settings and when there was no large movements of people; and (iii) to demonstrate the value of subnational population data to advance the programmatic response of Governments to core needs of women and girls. The event was chaired by the President of the Board and moderated by the UNFPA Executive Director.

Decisions on the UNDP and UNFPA strategic plans

82. The Executive Board adopted decision 2017/6 on elaboration of the UNDP strategic plan, 2018–2021.

83. The Executive Board adopted decision 2017/7 on elaboration of the UNFPA strategic plan, 2018–2021.

Part two
Annual session 2017

**Held at United Nations Headquarters in New York
from 30 May to 8 June 2017**

I. Organizational matters

1. The annual session 2017 of the Executive Board of UNDP, UNFPA and UNOPS was held at the United Nations Headquarters in New York from 30 May to 8 June 2017.
2. The Executive Board approved the agenda and workplan for its annual session 2017 (DP/2017/L.2) and approved the report of the first regular session 2017 (DP/2017/13).
3. Decisions adopted by the Executive Board at the annual session 2017 appeared in document DP/2017/29, which was available on the UNDP [Executive Board website](#).
4. The Executive Board agreed in decision 2017/19 to the following schedule for future sessions of the Executive Board in 2017:

Second regular session 2017: 5 to 11 September 2017.

UNDP segment

II. Statement by the Administrator and the annual report of the Administrator

5. In his [statement](#) to the Executive Board, the UNDP Administrator ad interim highlighted the arrival of the new UNDP Administrator, Mr. Achim Steiner, on 19 June 2017, which coincided with broader changes within the United Nations: the Secretary-General's reform agenda, the finalization of the new UNDP strategic plan, 2018–2021, and the implementation of the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system. He also presented the cumulative review of the UNDP strategic plan, 2014–2017, and annual report of the Administrator 2016 (DP/2017/15 and annexes), the report of UNDP on the recommendations of the Joint Inspection Unit in 2016 (DP/2017/15/Add.1 and annexes) and a statistical annex to the report (DP/2017/15/Add.2).
6. The Administrator ad interim stressed the UNDP commitment to advancing the Secretary-General's priorities, under the direction of the Member States, in reforming the United Nations development system. The 2016 quadrennial comprehensive policy review provided a blueprint for change, hinged on: (a) making United Nations country teams more agile, lean and efficient; (b) comprehensively applying the delivering-as-one approach and standard operating procedures, together with a new generation of United Nations Development Assistance Frameworks (UNDAFs); (c) ensuring an empowered, impartial resident coordinator with authority to make cooperation work for programme countries; (d) establishing clear, common understanding of United Nations system needs and offers; and (e) increasing trust in the United Nations development system.
7. The cumulative review of the UNDP strategic plan, 2014–2017, and annual report of the Administrator 2016 indicated that UNDP development performance over three years had been solid and that the organization on track to achieve 2017 targets. The review pointed to progress on institutional performance, demonstrated by a rigorous programme appraisal system, commitment to transparency and accountability and increased management efficiency. On United Nations coordination, the partnership survey showed increased partners' satisfaction with UNDP leadership of the resident coordinator system.

8. The cumulative review of the integrated budget, 2014–2017, (DP/2017/16) showed that UNDP continued to make significant progress towards objectives, which were achieved despite reduced regular (core) resources. The UNDP financial resource plan for 2014–2017 remained within the financial framework approved by the Board in its decision 2013/28. The Administrator ad interim highlighted that reversing the fall in core resources was a top priority. UNDP would continue to diversify its core funding base. In 2016, it had reached a funding agreement with its first ever private sector contributor to core resources.

9. He emphasized that the strategic plan, 2018–2021, would guide UNDP through a crucial time in gaining traction for the 2030 Agenda for Sustainable Development. Still a work in progress, the plan was more focused and integrated, and was flexible enough to account for review process outcomes.

10. UNDP was supporting global efforts to advance the 2030 Agenda, helping countries translate it into national strategies addressing the integrated and indivisible nature of the Sustainable Development Goals, including through support for the preparation and implementation of national road maps for the Goals through UNDG MAPS missions and support for follow-up and review processes. UNDP was supporting implementation of the Paris Agreement under the United Nations Framework Convention on Climate Change and helping countries to prepare and implement nationally determined contributions. With regard to support in crisis situations, he highlighted UNDP work to tackle root causes and build resilience, as reflected in the “new way of working” agreed upon at the 2016 World Humanitarian Summit.

11. Board members commended UNDP for its performance against the strategic plan, 2014–2017, and its success in working within the budgetary framework. They encouraged it to build on cumulative review lessons when finalizing the strategic plan, 2018–2021, while highlighting the centrality of the 2030 Agenda and the Goals — including poverty eradication and reduction of inequalities — as well as the direction set out in 2016 in the quadrennial comprehensive policy review.

12. A group of delegations stressed that UNDP should address the specific needs of the least developed countries, small-island developing States and middle-income countries. Several delegations called on UNDP to prioritize South-South and triangular cooperation and to strengthen the United Nations Office for South-South Cooperation financially and in staff capacity. Other delegations underscored the importance of pursuing: gender equality and youth-focused approaches to development; human rights from a UNDP development and context-sensitive angle; and private sector partnerships for resource mobilization and innovative approaches to development.

13. Board members expressed a range of views on the UNDP role in recovery from crises. They underlined the potential of a strengthened UNDP contribution, based on its development mandate, taking a development perspective that complemented humanitarian action. Some pointed to the need to address fragility and vulnerability to prevent crises. Others saw a strong role for UNDP in bridging the humanitarian-development-peace nexus in line with the “new way of working” and sustaining peace and prevention agendas. Many encouraged UNDP to continue to engage in climate-related policies, agreements and interventions, including the Paris Agreement, the Sendai Framework for Disaster Risk Reduction, 2015–2030, and the SIDS Accelerated Modality of Action (SAMOA) Pathway (Samoa Pathway). Many members highlighted the importance of results-based management, knowledge management and transparency and accountability.

14. Pointing to achievements of the strategic plan, 2014–2017, delegations encouraged UNDP to strengthen its coordination role of the United Nations

development system and to ensure an empowered, impartial resident coordinator. UNDP should expand and refine the delivering-as-one approach and standard operating procedures and ensure that the United Nations development system became more efficient, effective, transparent and accountable, including through improved results-based management and more coherent target setting, in accordance with the 2016 quadrennial review, in close cooperation with United Nations partners.

15. In response, the UNDP Administrator ad interim assured Board members the new strategic plan, 2018–2021, was focused and in line with the 2030 Agenda and 2016 quadrennial review, with poverty eradication and reducing inequalities at its heart. UNDP was committed to implementing the quadrennial review along three tracks: within UNDP; within the United Nations development system; and across the system. An effective, impartial and fully resourced resident coordinator system was key to success. UNDP remained open to dialogue with Board members on strengthening the resident coordinator system. Other key UNDP areas of work included supporting the least developed countries and small island developing States and continued commitment to middle-income countries. On finances, UNDP was committed to innovative approaches to raising core resources, while pursuing greater efficiency and value for money. He underscored the UNDP commitment to South-South and triangular cooperation and to the activities of the United Nations Office for South-South Cooperation. On climate, UNDP supported countries in implementing the Paris Agreement, especially through nationally determined contributions. With regard to crises situations, UNDP was helping partners to implement the “new way of working”. Because its value hinged on the skills, talent and experience of its global workforce, UNDP needed to attract and retain qualified staff.

16. The Executive Board adopted decision 2017/10 on the cumulative review of the UNDP strategic plan, 2014–2017, and the annual report of the Administrator.

III. Financial, budgetary and administrative matters

17. The Director, Bureau for Management Services, UNDP, presented the cumulative review of the UNDP integrated budget, 2014–2017 ([DP/2017/16](#) and annexes).

18. Board members welcomed the report but reiterated concern over the imbalance between core and non-core resources. They encouraged UNDP to pursue efficiency and maximize cost recovery. They urged it to explore innovative partnerships and funding approaches, especially with the private sector. Some delegations expressed satisfaction to learn that UNDP had struck a funding agreement with its first private sector contributor to core resources. Another group, concerned that continued funding constraints could negatively impact hard-won gains, requested that UNDP allocate funding in a way that prioritized populations most in need.

19. A group of delegations, recognizing that cost savings of structural changes would not continue indefinitely, had expected reforms to strengthen capacities at the regional level. They expressed concern that current financial constraints could hamper full implementation of organizational changes at country and regional levels. They were concerned that delays in cost recovery and non-implementation of direct charging of advisory and programme support services could slow ambitions to integrate programming and advance design and implementation of innovative financing arrangements.

20. On cost recovery, the same group had hoped that the funds and programmes would have allowed the Executive Boards to reach agreement on adjustments to methodology and rates, in accordance with decision 2013/19. They stressed that

Member States would contribute to core resources more readily if the organizations showed greater transparency with regard to cost recovery. They recommended that UNDP and United Nations organizations devise a revised road map for consultations on cost recovery with better analysis and proposals for methodology and rates, on which the Board could take a decision by its annual session 2018.

21. Referring to their 2016 request, the same group of delegations stated that the new budget approach still lacked information on the programmatic component. They encouraged UNDP to step up efforts to link budgets to results and expected the new integrated budget to reflect improved information on results-based budgeting. Pointing to budget and reporting information gaps, they called on UNDP to ensure that the new budget clearly showed how it would use core resources.

22. In response, the Director, Bureau for Management Services, UNDP, emphasized that the ability of the organization to maintain proper functioning over the three years when core resources fell by \$300 million was because it had been applying cost recovery on non-core items, which was a testimony to its commitment to full cost recovery. The lag in implementing cost recovery on some items was a result of the phasing-in of the cost recovery policy; UNDP could only apply the policy to multi-year funded projects on a delayed timeline. She assured Board members that the organization's success in meeting some budget gaps was because it had increased cost recovery on non-core programme elements, while increasingly funding its institutional budget from non-core elements. A draft integrated budget on core resources elements would accompany the new strategic plan, 2018–2021.

23. The Board adopted decision 2017/11 on the cumulative review of the UNDP integrated budget, 2014–2017.

IV. UNDP strategic plan, 2018–2021

24. The UNDP Administrator ad interim presented the draft UNDP strategic plan, 2018–2021, ([DP/2017/CRP.2](#)). In a subsequent discussion, the Director, Bureau for Programme and Policy Support, UNDP, explained how the results framework supported monitoring and achievement of the draft plan.

25. Board members were pleased with the consultative process both during the drafting of the strategic plan, 2018–2021, and in the approach in the development of the narrative and integrated results and resources framework, which they considered a bold best practice. They highlighted the need to build on lessons from the strategic plan, 2014–2017 and to reflect improvements in the draft plan before the second regular session 2017. They looked forward to input from the new UNDP Administrator, Mr. Achim Steiner, especially on priority setting.

26. A group of delegations stressed that the draft plan should build on comprehensive United Nations documentation and principles of sustainable development and not seek to expand the organization's mandate beyond its comparative advantages. UNDP, it was noted, should focus foremost on the least developed countries and small island developing States, especially the most vulnerable. Other delegations stressed that UNDP had to maintain a broad but focused mandate so that it could address many development issues. They called on UNDP to ensure that the new plan addressed the needs and potential of middle-income countries as drivers of sustainable development through a differentiated approach.

27. A broad section of delegations called on UNDP to prioritize poverty eradication and reduction of inequalities, based on root causes. UNDP should revisit the plan's activities through the lens of its comparative advantages and determine a priorities-against-resources approach to designing a business plan. It should pursue more

focused outcomes to promote better system-wide coordination, including better lines of responsibility and accountability, prioritizing activities and determining where other agencies had better capacity. They sought clarity on the UNDP role in the Secretary-General's peace and prevention agenda and in bridging the development-humanitarian-peace nexus. The plan should clearly define the focus of the 2+2 approach and the role of UNDP in conflict prevention and climate change within the 2+2 context, in line with the 2016 quadrennial review.

28. Drawing on findings from the 2016 joint institutional effectiveness assessment, a group of delegations wished to see the draft plan address institutional effectiveness, efficiency and value for money and to explore different business models, given indications that UNDP capacity was under pressure. They called on UNDP to specify financial flows, cost recovery, budget lines and the division of labour among United Nations organizations in the integrated budget. They encouraged UNDP to improve efficiency, transparency and accountability, in accordance with the 2016 quadrennial review, especially in the light of ongoing financial constraints. UNDP should pursue innovative approaches to resource mobilization, expand the donor base and work closely with UNCDF on finance schemes. The group underscored the importance of mainstreaming gender throughout the plan, and of detailing resources spent on gender equality and annual reporting on gender.

29. Many delegations stressed the role of UNDP leadership in United Nations system coordination. The plan should reflect global challenges and demands on UNDP and the United Nations system, as laid out in 2030 Agenda and the Sustainable Development Goals, including "leaving no one behind", and should push to expand delivering-as-one and standard operating procedures. They wanted the common chapter to reflect how the United Nations system would collaborate in strengthening collaborative as opposed to competitive advantages and called on UNDP to facilitate a division of labour within the United Nations, using a "whole-of-system approach". They sought clarity on the roles of the resident coordinators and UNDP resident representatives, with clearer reporting roles for the country teams. The delegations stressed that UNDP should build an enabling environment through its country office network and United Nations system, and called for a strengthening of the resident coordinator system and the authority of the resident coordinators.

30. In a common statement, addressed to UNDP, UNFPA, UNICEF and UN-Women, a group of delegations welcomed the common chapter and requested more information on innovative ways in which the organizations were working together — to be detailed in the common chapter and in strategic plans, budgets and results frameworks, with common results, indicators and implementation modalities. They looked forward to revised plans and frameworks that reflected greater coherence, efficiency and effectiveness in the operational work of the agencies.

31. The Board took note of the five common areas of work that the organizations identified as critically important for collaborative engagement: (a) poverty eradication; (b) prevention, peacebuilding and sustaining peace; (c) climate change; (d) gender equality and empowerment of women and girls; and (e) and sustainable data. In this regard, the Board requested that complementarities be strengthened at the global, regional and country level, in line with new UNDAF guidance.

32. On the integrated results and resources framework, a group of delegations asked UNDP to specify its role in addressing 2016 quadrennial review indicators and to avoid oversimplification at the expense of reporting on certain results. They sought elaboration of the framework's three focus areas on institutional effectiveness and how its bottom-up approach worked. There was a call to include a stand-alone gender outcome and projects, backed by resources, while mainstreaming gender in all programming and projects. They also requested that the results framework specify the

contributions of the agencies through specific indicators, in addition to common indicators and five areas of common work. They asked UNDP to clarify how the results framework would measure its contribution to eradicating poverty and reducing inequalities.

33. There was a call for UNDP to be cautious in using risk-informed approaches in the national context, especially with regard to; political issues; pursuing fragility-sensitive approaches (unless specifically requested by the national Government), since the definition of “fragility” was not universally accepted by Member States; and engaging in “preventing violent extremism” areas where UNDP should only work through its development mandate.

34. In response to comments on the strategic plan, 2018–2021, the Administrator ad interim assured Board members that UNDP would review the points raised by delegations, along with input from the new Administrator, as it revisited the draft plan.

35. The Director, Bureau for Programme and Policy Support, UNDP, reiterated the UNDP commitment to implementing the quadrennial review and leading United Nations system coordination. UNDP had agreed to engage with United Nations organizations on five common areas and identify its contribution. UNDP was also engaged in system-wide coordination through the “new way of working” and the humanitarian-development-peace nexus. UNDP would remain focused on sustainable development and root causes. UNDP was guided by the Secretary-General’s reform agenda, and was keen to spearhead the development-for-prevention principle. It was working on getting to scale, using country results to measure performance, and diversifying partnerships. UNDP was a champion, together with United Nations organizations, of women’s empowerment and gender equality, which the new plan mainstreamed. UNDP welcomed the Board’s guidance on achieving greater organizational effectiveness.

36. The Director, Bureau for External Relations and Advocacy, UNDP, explained that the partnership survey entailed a consultative process with an array of stakeholders and for which UNDP outsourced the services of an outside contractor. UNDP would share the survey results with the Board and partners on its [website](#) as soon as they were ready so they could inform the strategic plan, 2018–2021, and improve institutional effectiveness.

37. The Executive Board took note of draft UNDP strategic plan, 2018–2021 ([DP/2017/CRP.2](#)).

38. The Executive Board adopted decision 2017/9 to convene a special session in November 2017 to consider and adopt the UNDP strategic plan and integrated budget, 2018–2021.

V. Gender equality at UNDP

39. The Director, Bureau for Programme and Policy Support, UNDP, presented the annual report on the implementation of the UNDP gender equality strategy in 2016 ([DP/2017/18](#)).

40. Board members commended UNDP achievements and were pleased that it was expanding its work on gender, including in crisis and recovery. They were encouraged by the organization’s intensified work on gender in the security sector. They praised UNDP for being the highest performer among United Nations organizations in using the United Nations system-wide action plan on gender equality and the empowerment

of women and looked forward to the roll-out of the next generation of the action plan and its scorecard.

41. The same group encouraged UNDP to target girls and women, especially those in vulnerable situations, such as migrants and women and girls living in conflict, and to address the role, responsibility and engagement of men and boys in gender equality. They wished to see UNDP continue to deliver projects that had gender equality as the main objective, which were currently at 4 per cent compared to the target of 15 per cent.

42. There was a call for UNDP to dedicate a full outcome to gender equality in the new strategic plan, 2018–2021, while ensuring all outcomes were gender-responsive and used gender-sensitive indicators and disaggregated data. They were pleased to see innovative UNDP work to increase capacity for the gender equality seal and called for more rigorous gender-based analysis. UNDP should improve financing for gender equality and place gender advisers in country offices with budgets above \$25 million. They urged UNDP to achieve gender parity at senior staff levels (P-5 and above).

43. The group requested that UNDP inform the Board how gender equality mainstreaming would contribute to outcomes in the new plan, and how the results framework would improve tracking, monitoring, accountability and financing for gender equality in line with the next generation of the system-wide action plan on gender equality and its scorecard. They urged UNDP to ground the new plan in a strong rights-based, gender-equality approach to ensure full realization of women's rights and address discrimination against women and girls. They requested that UNDP update the gender equality strategy to operationalize gender mainstreaming, with clear targets, indicators and resource allocations, in support of Sustainable Development Goal 5. They encouraged it to align its gender equality and women's empowerment work with United Nations organizations, especially UN-Women, step up inter-agency coordination at the country level and present to the Board an analysis of how inter-agency collaboration at global, regional and national levels supported strategic plan implementation on gender.

44. In response, the Director, Bureau for Programme and Policy Support, UNDP, welcomed the support of the delegations for UNDP gender work in the security sector, which was groundbreaking and well received by national authorities. The Director also stressed that the UNDP rating as the top performer in its implementation of the system-wide action plan on gender equality, which was mainly a result of the work of the country offices, was a badge of honour. He highlighted that contributions to core resources fully supported the organization's gender work. He underscored the organization's joint engagement with UNFPA, UNICEF and UN-Women on five areas of inter-agency collaboration, including gender equality, the most developed of the five areas. UNDP looked forward to the next gender equality strategy, building on lessons and achievements.

45. The Executive Board took note the annual report on the implementation of the UNDP gender equality strategy in 2016 ([DP/2017/18](#)).

VI. Human Development Report

46. The Director, Human Development Support Office, presented the oral report on consultations regarding the *Human Development Report 2017* in accordance with General Assembly resolution [57/264](#).

47. The President of the Board sought clarification on the plausibility of aligning the indicators of the *Human Development Report* and the Sustainable Development

Goals, and on the universality of the sustainable development agenda as a point of departure for the report.

48. One delegation, recognizing the report's historic value in collecting data from reliable sources and serving as a catalyst for analysis, stated that the human development index had lost relevance in the light of the 2030 Agenda and the Sustainable Development Goals, which had established common indicators and comparable parameters based on solid data. The human development index no longer reflected current reality, and new measurements and mechanisms, such as the multidimensional poverty index, had led to public policies that brought about a more precise assessment of country needs. The measures, currently anachronistic, needed revision, and reform of the United Nations system demanded a better development data methodology. UNDP had to analyse how it would transform its data to drive innovations needed for the 2030 Agenda, focusing on data useful to Member States grounded in transparency and accountability.

49. Another delegation sought clarification on how the *Human Development Report* and comparable reports, such as the *World Bank World Development Report*, would build knowledge, complement each other and set the stage for the implementation of the Sustainable Development Goals. He sought details on how the report would evolve and maintain its comparative advantage, and on the report's impact in terms of numbers of readers, policies generated, frequency and financial requirements.

50. In response, the Director, Human Development Support Office, highlighted the report's comparative advantages, grounded in its universality. The report: (a) viewed each topic through a human development, people-centred lens; (b) provided both analysis and policy options; (c) produced 900 national, regional and subregional reports, in addition to the global report, which had galvanized momentum for human development; and (d) advocated for issues critical to civil society, while extending development thinking. A 2015 impact evaluation showed that the report's usage surpassed that of comparable reports, while it had demonstrated impact in linking social protection policies to poverty reduction at the policy level. While the office budget to undertake activities was \$5.1 million in 2017, it had continued to drop yearly. The Director indicated that an adequate office budget was in the range of \$5.7 million; he highlighted innovative approaches to raise funds. He concurred with the need to revisit human development measures, including indices, in the light of changing development challenges. As a secondary user of data, the office collaborated closely with national statistical partners to ensure data integrity. He concurred with the need to align the report's indicators with those of the Sustainable Development Goals, a difficult but achievable task.

51. The Executive Board took note of the oral report on consultations regarding the *Human Development Report 2017*.

VII. UNDP country programmes and related matters

52. The Director, Regional Bureau for Africa, UNDP, introduced the item and presented the country programme document for Cameroon, the first one-year extensions of the country programmes for Lesotho and Liberia from 1 January to 31 December 2018, and the second one-year extension of the country programme for Burundi from 1 January to 31 December 2018. In turn, the Deputy Director, Regional Bureau for Africa, presented more detailed information on the country programme document for Cameroon.

53. Following discussions, the Executive Board reviewed and approved, in accordance with its decision 2014/7, the country programme document for Cameroon ([DP/DCP/CMR/3](#)).

54. The Executive Board took note of the first one-year extensions of the country programmes for Lesotho and Liberia from 1 January to 31 December 2018, as contained in document [DP/2017/19](#).

55. The Executive Board approved the second one-year extension of the country programme for Burundi from 1 January to 31 December 2018, as contained in document [DP/2017/19](#).

VIII. Evaluation

56. The Director, Independent Evaluation Office, UNDP, presented the annual report on evaluation, 2016 ([DP/2017/20](#)), and the Director, Bureau for Programme and Policy Support, UNDP, provided management commentaries.

Annual report on evaluation

57. A group of delegations welcomed the implementation of the new UNDP evaluation policy. They were pleased that as of 2017 the Independent Evaluation Office had planned 100 per cent country programme evaluation coverage for country offices submitting new programmes for Board endorsement, which would help the Board to fulfil its oversight role. The group welcomed the high rate of management responses in 2016 but called on UNDP to address the 12 per cent overdue follow-up actions reported in 2013–2016. They called on management to hold country office managers accountable for implementing evaluation recommendations and showing improvements in programme performance. They called on the Independent Evaluation Office to link the costed annual work programme and annual reporting and to strive to make the UNDP evaluation policy the template for the United Nations system.

58. The group expressed concern with the steep decline in the number of decentralized evaluations at the country level. They sought clarity on how and when an evaluation should take place and data on compliance levels. They encouraged management to work with the Independent Evaluation Office to strengthen the quality and process of decentralized evaluations through the decentralized evaluation strategy and action plan and to collaborate with United Nations organizations on quality assurance of decentralized evaluations, in accordance with UNDAF guidelines.

59. Delegations underscored the importance of an adequately funded evaluation function, a particular concern in the light of reported deficits in evaluation quality and coverage and financial constraints. They requested that the integrated budget, 2018–2021, allocate resources to evaluation, as agreed in the evaluation policy. One delegation stated that those resources, even for evaluation, should focus foremost on those most in need.

60. In response, the Director, Bureau for Programme and Policy Support, UNDP, underscored UNDP readiness to implement the new evaluation policy. Following a previous assessment, UNDP had opted to undertake larger, more impactful evaluations, which accounted for fewer reported but better evaluations. The quality of decentralized evaluations was improving as shown by the assessment and the utility rating exercise led by the Independent Evaluation Office through the results oriented annual report, both within a 75 to 78 per cent range, although UNDP was striving for a quality score within the 90 per cent range. He assured Board members that UNDP was shifting from a compliance to a learning culture.

61. The Director, Independent Evaluation Office, UNDP, highlighted that the organization had begun implementing the new policy in 2017, given its endorsement at the second regular session 2016. One key catch-up provision was budget, which the Independent Evaluation Office had addressed; the other was the quality of decentralized evaluations. The Office was working to train monitoring and evaluation specialists in all regions to strengthen capacity while revising guidelines. The Office and UNDP would produce a joint report on capacity-building and support, and, in 2018, would review quality/quantitative performance of management responses. The Office would implement independent country programme evaluations in 2018, growing progressively each year to ensure 100 per cent coverage by 2019. The Audit and Evaluation Advisory Committee, to which the ethics, audit and evaluation offices reported, was a first in the United Nations system, introducing a higher level of rigour. The UNDP evaluation function was a model for the United Nations system as it entrenched the norms and standards for transparency and learning established by the United Nations Evaluation Group. Future annual reports would be linked to the costed programme of work.

Joint assessment of institutional effectiveness

62. The Director, Independent Evaluation Office, UNDP, presented the joint assessment of institutional effectiveness ([DP/2017/21](#)), which the Director, Office of Audit and Investigations, UNDP, followed with detailed results of the assessment. The Director, Bureau for Programme and Policy Support, UNDP, provided the management response ([DP/2017/22](#)).

63. Board members welcomed the results of the assessment and viewed the organization's heightened focus on evaluation, audit and investigation as a positive trend. They were pleased with the increased number of UNDAF evaluations in 2016. A group of delegations requested details on their quality. They expressed concern with risks to programming implicit in UNDAF design and content weaknesses and stressed the need for a strong UNDAF evaluation mechanism to generate evidence of system-wide coherence at the country level. It was crucial for UNDP to show measurable results to ensure programme sustainability and long-term funding and to support United Nations organizations and the 2030 Agenda. The group requested information on UNDG and UNDP actions for improved coverage, quality and resourcing of UNDAF evaluations, in accordance with the 2016 independent system-wide evaluation. The group and other delegations agreed with the assessment's recommendation that UNDP focus more on learning and knowledge management and asked that institutional effectiveness indicators be included in the new strategic plan, 2018–2021.

64. One delegation requested details on the comparative advantages of country offices, while another stressed the importance of aligning the UNDAF to nationally identified priorities. Another delegation stressed that, first and foremost, results-based management was about obtaining more and better results in partner countries. Another delegation commended UNDP for recent reforms that strengthened its regional capacities to support country offices and welcomed improvements in UNDAF quality and focus on United Nations system value-added and role of UNDP. Another delegation praised UNDP transparency and welcomed the assessment, especially the joint approach of the Independent Evaluation Office and the Office of Audit and Investigations.

65. In response, the Director, Bureau for Programme and Policy Support, UNDP, concurred that the goal of results-based management was country-level impact and that information gleaned from evaluations had to serve country priorities. UNDP remained committed to regional decentralization, despite its difficult implementation process. While the value-added by the agencies at the country level was not always

clear; “stepping aside” to allow another agency to fulfil its mandate should be the guiding principle. Likewise, UNDP was deeply committed to transparency, as evidenced in its renewed audit and evaluation functions.

66. The Director, Office of Audit and Investigations, UNDP, welcomed management’s commitment to following up on assessment findings. The culture change would take time and constant leadership attention, but he was confident senior management would deliver.

67. The Director, Independent Evaluation Office, UNDP, highlighted that the joint assessment formed an integral part of the much larger evaluation infrastructure linked to the strategic plan evaluation. He looked forward to UNDP follow-up and the arrival of the new UNDP Administrator who would use the evaluation materials to identify priorities going forward.

68. The Executive Board adopted decision 2017/12 on UNDP evaluation.

IX. United Nations Capital Development Fund

69. The Executive Secretary, UNCDF, presented the integrated annual report on results for 2016 and cumulative report on the strategic framework, 2014–2017 (DP/2017/25 and annexes).

70. Delegations welcomed the achievements of UNCDF in 2016 against its strategic framework, 2014–2017. The Fund provided the catalytic tools, technical expertise and innovative thinking needed for the 2030 Agenda. Delegations commended UNCDF for local development finance and financial inclusion in the least developed countries, and a market-focused business model. They drew attention to the Fund’s contribution to gender equality and women’s empowerment.

71. Least developed countries remained keen to benefit from the Fund’s work to unlock public and private finance for poverty eradication and reducing inequalities. UNCDF played a key role in supporting Governments in the least developed countries to implement the Sustainable Development Goals and the 2030 Agenda. They noted its work in helping local governments mobilize and invest resources, and micro, small and medium enterprises and individuals to access finances for local initiatives. They pointed to the Fund’s work in helping Governments to implement infrastructure projects, unlocking financial and human national resources and building national and local capacities.

72. Other delegations praised the Fund’s results in “last mile” financing in the least developed countries. UNCDF offered good value for money, at a time of constrained aid resources, and financing that unlocked private and market resources. They encouraged UNCDF to continue to invest in places where other financial actors were absent, de-risking investment for the benefit of local communities. They were pleased with the Fund’s work to expand access to financial tools to include loans, guarantees and blended finance. UNCDF was a model for a more efficient and impactful United Nations system.

73. Concerned with the core resources downturn, Board members called on delegations to step up contributions to ensure the Fund’s delivery. Representatives of the least developed countries pointed to the Addis Ababa Action Agenda for guidance on commitments, innovative ways to mobilize resources and the forging of stronger partnerships. While recognizing the value of a broad donor base and financing schemes, delegations underscored the importance of resource efficiency. They appreciated the Fund’s approach to financing the Sustainable Development Goals through community involvement in project design and private sector partnerships.

74. Delegations, pleased with the consultative process, looked forward to further developing the strategic framework, 2018–2021. They welcomed results-to-resources work and detailed modelling to forecast the scope of UNCDF footprint. They welcomed the new diagnostic tool to identify and treat structural barriers to women’s participation in local economies, and collaboration with UNDP and UN-Women in fostering enabling environments for women’s access to financial services. They encouraged UNCDF to track long-term impacts of its work on women and to deepen its data collection and analysis. They expected the new framework to better position UNCDF to support the graduation of the least developed countries and make finance work for the poor.

75. In response, the Executive Secretary welcomed delegations’ strong support and looked forward to engaging closely with them on the new strategic framework, 2018–2021, including discussing its diverse funding scenarios, in the lead-up to its scheduled adoption at the first regular session 2018.

76. The Executive Board adopted decision 2017/13 on the UNCDF integrated annual report on results for 2016 and cumulative report on the strategic framework, 2014–2017.

UNFPA segment

Tribute to Dr. Babatunde Osotimehin

77. The Executive Board cancelled the first day of the UNFPA segment out of respect for the Executive Director of UNFPA, Dr. Babatunde Osotimehin, who had unexpectedly passed away the day before. The UNFPA segment opened with a tribute to the late Executive Director, and the Board observed a moment of silence in his memory. The President of the General Assembly and the Secretary-General’s Chef de Cabinet, together with a number of Member States delegations, on behalf of their respective regional groups, and senior representatives of the United Nations funds and programmes, offered expressions of condolence and personal reflections on Dr. Osotimehin’s life and work. The Deputy Executive Director (Programme), having been appointed Acting Executive Director, delivered a [tribute](#) on behalf of UNFPA (all tributes are available on the [United Nations PaperSmart portal](#)).¹

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

78. In her statement to the Board, the Acting UNFPA Executive Director focused on the Fund’s achievements, challenges and lessons from the strategic plan, 2014–2017, in supporting countries in achieving the Sustainable Development Goals and the Programme of Action of the International Conference on Population and Development. She drew attention to the Fund’s ongoing funding crisis, especially regarding regular (core) resources, while highlighting its life-saving work in gender equality, women’s empowerment, family planning and sexual and reproductive health and reproductive rights. She underscored the Fund’s work in data collection and analysis. She also presented the progress report on implementation of the UNFPA strategic plan, 2014–2017 (DP/FPA/2017/4 (Part I) and annexes), the statistical and financial review, 2016 (DP/FPA/2017/4 (Part I.Add.1) and annex) and the report on the recommendations of the Joint Inspection Unit in 2016 (DP/FPA/2017/4 (Part II)).

¹ See statements for Tuesday, 6 June 2017 (<http://papersmart.unmeetings.org/executive-boards/undp-unpfa-unops/annual-session-2017/statements/>).

79. The Acting Executive Director highlighted the Fund's application of a diversified business model to respond to the diverse needs of developing countries and to ensure "no one is left behind". UNFPA would use the strategic plan, 2018–2021, to think innovatively on how to identify and scale up solutions in an environment of resource constraints and rapid changes, and to continue building alliances and partnerships across regions.

80. She highlighted the Fund's work in humanitarian settings, bridging the humanitarian-development-peace nexus, helping countries align their development plans to benefit from the demographic dividend, and collaborating with partners in Africa to develop the 2017 gender scorecard for Africa. She noted the Fund's readiness to increase its engagement on women's empowerment, especially through the South-South Cooperation Centre of Excellence on Population and Development in China.

81. She underscored ongoing funding constraints. UNFPA hoped to see Member States pledge financial commitments at the Family Planning Summit in London in July 2017. She appealed to Board members to step up contributions, especially to core resources, and highlighted that UNFPA was exploring innovative ways to mobilize resources and expand partnerships, notably by displaying the results it had achieved on the new web-based donor and transparency portals and through the development of its new branding strategy. The Fund had reinforced those efforts to complement austerity measures through a comprehensive resource review and focus on greater efficiency and effectiveness. UNFPA expected to complete all adjustments by the end of 2017.

82. She highlighted three transformative results of the strategic plan, 2018–2021, to end: (a) preventable maternal deaths; (b) unmet demand for family planning; and (c) gender-based violence and harmful practices against women and girls. Those results aligned with the Sustainable Development Goals and targets and the Fund's goals to "deliver a world where every pregnancy is wanted, every child birth is safe, and every young person's potential is fulfilled". The Fund was committed to delivering-as-one and system-wide coordination and coherence, including through joint indicators and results frameworks.

83. Board members reflected on the legacy of the late Executive Director and attributed the Fund's many successes under the current strategic plan, 2014–2017, to his leadership and guidance. Delegations expressed strong support for the UNFPA mandate, in line with the Programme of Action of the International Conference on Population and Development and the 2030 Agenda, and progress made against the UNFPA strategic plan, 2014–2017. Many commended UNFPA for placing human rights at the centre of its work. They praised the Fund's leadership in applying the 2030 Agenda principle of "leaving no one behind" and prioritizing the most vulnerable and commended UNFPA for having brought about substantial economic benefits, thanks to its sexual and reproductive health and reproductive rights services, and for its efforts to prevent female genital mutilation and unintended pregnancies.

84. Board members recognized the progress made against the strategic plan, 2014–2017, targets and the Programme of Action of the International Conference on Population and Development and praised the heightened focus on context-specific results and stronger modes of engagement, especially important given diverse country contexts. Delegations, however, sought further analysis on challenges and lessons relative to each outcome area, particularly on UNFPA efforts to: improve access to safe abortion and post-abortion care; protect lesbian, gay, bisexual, transgender community rights; and specify the added value of the Maternal Health Thematic Fund.

85. Board members welcomed the Fund's pursuit of data-driven, evidence-based decision-making, which gave a broad perspective on achievements and lessons. They

welcomed UNFPA engagement with small-island developing States and in the Pacific region, especially the 2017 consultations that had led to the subregional programme design. They looked forward to in-depth discussions on budgets and country allocations for such programmes.

86. In response, the Acting Executive Director noted, with regard to funding, that UNFPA sought to build a stronger, more diverse coalition of donors to ensure stable income and avoid negative impacts.

87. She appealed for increased contributions to core resources, highlighting that UNFPA would use key platforms, such as the Board and international forums, to mobilize resources. The new strategic partnerships strategy, aligned with the strategic plan, 2018–2021, included an Internet fundraising strategy in selected countries in 2018, a pilot project establishing UNFPA national committees and new innovative financing tools, while strengthening regional and country partnerships. UNFPA was committed to strengthening its humanitarian work, focused on the humanitarian-development-peace nexus, and fostering South-South and triangular cooperation.

88. The Acting Executive Director reiterated that UNFPA did not support coercive programmes anywhere. The Fund was committed to United Nations reform, especially at the country level and for those most in need. UNFPA welcomed delegations' comments on the draft strategic plan and its emphasis on innovation, which the new plan would reflect in indicators and outcomes, and which would be embedded in country programmes. The change management strategy would support actions by strengthening country-level leadership. Committed to the needs of small island developing States and multi-country programmes, the Fund would undertake joint fundraising with United Nations organizations. UNFPA would strive to simplify performance reporting and reflect intergenerational issues more clearly in its new plan.

89. The Director, Programme Division, UNFPA highlighted that the new strategic plan addressed “cultural barriers” in its outcome and output theories of change. On implementation partners, national implementation was the Fund's preferred modality, support for national institutions. The harmonized approach to cash transfers and similar modalities worked to gauge and build national capacity where needed. The Fund was designing capacity development approaches in UNFPA focus areas for its implementing partners.

90. The Executive Board adopted decision 2017/14 on the annual report of the UNFPA Executive Director: progress made in implementing the UNFPA strategic plan, 2014–2017.

XI. Evaluation

91. The Director ad interim, Evaluation Office, UNFPA, presented the annual report of the Evaluation Office ([DP/FPA/2017/5](#) and annexes), highlighting the achievements, challenges and lessons learned from the 26 country programme evaluations the Fund had undertaken in 2014–2015. The Acting Executive Director delivered the management response ([DP/FPA/2017/CRP.3](#)), stressing management's strong support for the Evaluation Office and the evaluation function.

92. On corporate and programme-level evaluations, a group of delegations commended UNFPA for improving the quality of evaluations, marking real progress in the Evaluation Office. They expressed concern, however, about the high cancellation rate of evaluations planned and the decline in decentralized evaluations at country-office level. Requesting further explanation as to why delivery had fallen short of planning, they welcomed efforts to increase coordinated interaction between

the Evaluation Office, regional offices and the Programme Division. They urged the Evaluation Office to prioritize improvement of its implementation rate, focusing on programme-level evaluations.

93. With regard to the role of evaluations in policy and learning, the group commended management's improved implementation of evaluation recommendations, noting it was key to ensuring evaluation findings led to learning and better results. They welcomed the new management response tracking system and urged UNFPA to continue shifting its focus from "proving" results to "improving" results.

94. In the area of resource allocation, delegations stressed the need to allocate and efficiently use resources for evaluation. They welcomed the decision of management, despite austerity measures, to maintain planned funding levels for evaluation in 2017, and the 50 per cent increase in the number of country offices with dedicated monitoring and evaluation officers, while urging UNFPA to achieve gender parity across monitoring and evaluation staff. Expressing concern that the budget for decentralized evaluations had fallen, they looked forward to the launch of the global programming system. They expected UNFPA to provide adequate resources for evaluation in the integrated results framework, 2018–2021, and called for increased budget allocations for operational efficiency. The group welcomed UNFPA engagement in independent system-wide evaluations and its active participation in UNEG, including the United Nations system-wide action plan on gender equality.

95. In response, the Director ad interim, Evaluation Office, UNFPA, pointed out that the rise in corporate and programme-level evaluations was possible thanks to recruitment of junior staff (P-2 and P-3 levels). The need to recruit junior-level staff was a priority to ensure the effectiveness and sustainability of the evaluation function, an issue addressed in the integrated budget, 2018–2021. She highlighted that most cancelled evaluations were those conducted at a centralized level; the new integrated budget would determine the financial and human resources required to complete those evaluations.

96. The Acting Executive Director affirmed the Fund's commitment to the evaluation function and to working closely with the Evaluation Office. She thanked the Board for supporting the appointment of the new Director of the Evaluation Office and stressed that UNFPA expected to undertake more real-time evaluations moving forward.

97. The Director, Programme Division, UNFPA, stressed the commitment of management to fully resourcing the evaluation function, noting that the function was fully funded through core resources. Raising additional funding for evaluation would require either a higher cost-recovery rate or commitment on behalf of Member States to the 3 per cent principle in budgets negotiated at all levels. With the introduction of the second version of the Funding Authorization and Certificate of Expenditures (FACE) form, reporting in 2017 would reflect a more complete evaluation picture. He reiterated the effectiveness of real-time evaluations for decision-making and future programming.

98. The Executive Board adopted decision 2017/15 on UNFPA evaluation.

XII. UNFPA strategic plan, 2018–2021

99. The Acting Executive Director presented the draft UNFPA strategic plan, 2018–2021 ([DP/FPA/2017/CRP.6](#) and annexes), highlighting the extensive consultations with Member States in developing the new plan, which, she said, deeply reflected the vision of the late Executive Director.

100. Board members commended the Fund for excellent consultations and timely issuance of the draft strategic plan, 2018–2021, and the integrated results framework. They called for continued broad-based consultations in the lead-up to the second regular session 2017. They welcomed the plan’s renewed strategic focus on universal access to sexual and reproductive health and reproductive rights, its four priority areas, the three transformative results, and its business plan, as well as its focus on adolescents and youth, grounded in a human rights-based approach. They stressed the fundamental role of UNFPA in achieving the 2030 Agenda and Sustainable Development Goals and welcomed the integration of the 2030 Agenda into the new plan.

101. Delegations emphasized the importance of poverty eradication and reducing inequality in the new plan, focusing on the most vulnerable, and stepping up support for the least developed countries, in accordance with the midterm review of the Istanbul Programme of Action. Stressing the importance of nationally defined needs, they encouraged UNFPA to continue to explore South-South and triangular cooperation as a complement to but not substitute for North-South cooperation. They underscored the importance of a strategic plan that reflected a diversified approach, addressing fundamental issues of particular regions, taking into account the needs of middle-income countries and small island developing States, in accordance with the Samoa Pathway.

102. Board members called on UNFPA to reinforce, protect and prioritize its normative and operational work on human rights, sexual and reproductive health and reproductive rights, gender equality and empowerment of women and girls. They supported increased engagement in humanitarian action, in line with the Sendai Framework, delivering sexual and reproductive health and reproductive rights services and preventing gender-based violence, and looked forward to its larger role in the humanitarian-development-peace nexus, focused on human rights, especially for women and girls.

103. Delegations expressed concern over the ongoing funding decline, especially in core resources, which risked curtailing the Fund’s ability to deliver, and appealed to Board members to step up core contributions to ensure a stable, predictable funding base. They called on UNFPA to incentivize donors by improving its operational efficiency and coordination with United Nations system partners and to explore innovative approaches to resource mobilization and partnership building. Others requested clarity on mitigation strategies and austerity measures to address risks associated with the changing financial landscape and growing political opposition to sexual and reproductive health and reproductive rights services.

104. Board members expressed support for the Secretary-General’s reform agenda and its reflection in the new strategic plan, noting the need to step up coordination with United Nations organizations. They commended UNFPA for following up on many of the recommendations contained in the 2016 quadrennial review and encouraged it to analyse coordination efforts in the new plan, building on the comparative advantages of the agencies. Delegations stressed the importance of evaluation, audit and investigations and strengthening the oversight role of the Board. They commended the UNFPA commitment to data collection and analysis and highlighted the importance of credible and reliable data.

105. In a common statement, addressed to UNDP, UNFPA, UNICEF and UN-Women, a group of delegations welcomed the common chapter and requested more information on innovative ways in which the organizations were working together — to be detailed in the common chapter and in strategic plans, budgets and results frameworks with common results, indicators and implementation modalities.

They looked forward to revised plans and frameworks that reflected greater coherence, efficiency and effectiveness in the agencies' operational work.

106. The Director, Programme Division, UNFPA, noting progress on United Nations reform, looked forward to targets emerging from the leadership role of the Deputy Secretary-General on system-wide coherence and implementation of the 2016 quadrennial review. He pointed to two key approaches: (a) taking stock of achievements, reflecting them in the strategic plan, 2018–2021, and the results framework; and (b) maintaining inter-agency informal working mechanisms following the approval of the strategic plan. Agency frameworks had to be flexible enough to adapt to system-wide coherence requirements of the United Nations quadrennial review working group. UNFPA would reflect the full spectrum of its partnerships in the new strategic plan.

XIII. UNFPA country programmes and related matters

107. The Acting Executive Director introduced the item and introduced the country programme document for Cameroon and the first one-year extension of the country programme for Nicaragua, following which the Regional Director for West and Central Africa presented more detailed information on the country programme document for Cameroon.

108. The Executive Board reviewed and approved, in accordance with its decision 2014/7, the country programme document for Cameroon ([DP/FPA/CPD/CMN/70](#)), and took note of the one-year extension of the country programme for Nicaragua ([DP/FPA/2017/8](#)).

UNOPS segment

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

109. The Executive Director, UNOPS, presented her annual report 2016 ([DP/OPS/2017/2](#) and annexes), stressing that implementation, especially of the Sustainable Development Goals, was the its primary focus. Its achievements in the area of peace and security were the fruit of inter-agency cooperation and coordination. The annual report showed that the top measures of UNOPS impact were job creation and technical assistance, and that there was a consistent demand for UNOPS services. In 2016, procurement topped the delivery list, focused on national capacity-building and the provision of support to local economies. Equally important was UNOPS work on infrastructure, including creating waste management facilities, building resilience of coastal zones and improving the safety of refugee camps, while exploring pioneering models to address population growth and urbanization through “evidence-based infrastructure”.

110. The UNOPS strategic plan, 2018–2021, sought to reflect those approaches while aligning them with UNOPS core competencies. Human resources are paramount; its internal system allowed the organization to adjust the deployment of human resources and the provision of procurement to changing needs. UNOPS held itself to international standards to ensure its internal processes improved operational effectiveness. In 2016, UNOPS again received the gold award of the Chartered Institute of Procurement and Supply, while it expanded International Organization for Standardization (ISO) certifications, extended its coverage of international standards in health and safety and gained accreditation in quality management. Innovation was

key to its ability to deliver, thanks to its renewed enterprise resource planning platform and the expansion of its new governance, risk and compliance framework.

111. Board members welcomed the results achieved in 2016, recognizing that many took place in challenging contexts. They reiterated strong support for UNOPS role in sustainable project management, infrastructure construction and procurement. They noted UNOPS success in creating three million days of work for local populations and establishing training and certification programmes locally. They showed support for the organization's mainstreaming of capacity-building and self-financing model and commended its good financial health and growing operational reserve. Delegations welcomed UNOPS readiness to lead on technical design processes and expressed support for its seed capital facility, innovation and technology hub and crowdfunding pilot for social impact investment.

112. Board members encouraged UNOPS to focus on improving gender balance, both among staff and local implementing partners, in the new strategic plan. Delegations were pleased that UNOPS first sustainability report was aligned with the global reporting initiative model and they welcomed its benchmarking against international standards. They felt there was room to improve the annual report to capture broader outcomes and impacts. They encouraged UNOPS to reflect challenges and lessons of the strategic plan, 2014–2017, in the new strategic plan, 2018–2021, and to more widely publicize its innovative practices.

113. UNOPS work was vital element for the delivering of services by the organizations of the United Nations system. Recognizing UNOPS unique operational mandate and role in joint procurement, delegations encouraged United Nations system organizations to work closely with UNOPS for efficient programme implementation and cost efficiency. There was a call for UNOPS to engage more broadly in partnership with small island developing States and middle-income countries where its expertise could boost capacities for the achievement of the Sustainable Development Goals. UNOPS work in procurement and infrastructure sustainability were critical to middle-income countries, small island developing States and regions vulnerable to shocks.

114. Board members appreciated the consultative process in developing the strategic plan, 2018–2021, and looked forward to discussions in the lead up to its adoption. The new plan should be focused and aligned with the 2030 Agenda, the Secretary-General's reform agenda and the 2016 quadrennial review, and should ensure that UNOPS was a results-based, innovative, learning organization, coordinated with the United Nations system in accordance with country demands and priorities. The new plan should focus on youth, recognize the rights and role of women as agents of change, bridge the humanitarian-development-peace divide, deliver-as-one and prioritize partnership building and innovation.

115. In response, the Executive Director highlighted that UNOPS had improved its services, aligned with the 2030 Agenda, and had launched its social impact investment initiative. It had strengthened its governance, risk management and compliance processes and aligned its reporting with the global reporting initiative. Its adoption of enterprise risk management and a quarterly review process had allowed managers to monitor and address risk regularly. UNOPS had many successes thanks to its local presence focused on employing local skilled personnel and engaging local businesses. UNOPS had launched innovation centres where it connected local needs and entrepreneurs to larger tech companies and educational institutions. In addition, UNOPS had taken steps to achieve gender balance among staff and project personnel, as well as in results.

116. The Executive Board adopted decision 2017/16 on the annual report of the Executive Director.

Joint segment

XV. Internal audit and oversight

117. The Director, Office of Audit and Investigations, UNDP, presented the report on internal audit and investigations (DP/2017/26 and annexes), and the Director, Bureau for Management Services, UNDP, provided the management response. The Director, Office of Audit and Investigations Services, UNFPA, presented the report on the UNFPA internal audit and investigations activities in 2016 (DP/FPA/2017/6, Add.1 and Add.2 and annexes), and the UNFPA Acting Executive Director provided the management response (DP/FPA/2017/6/CRP.4). The Director, Internal Audit and Investigations Group, UNOPS, presented the activity report for 2016 of the Internal Audit and Investigations Group (DP/OPS/2017/3) and the Deputy Executive Director, UNOPS, provided the management response.

118. In common comments, delegations highlighted that the UNDP and UNFPA reports helped them to understand how the organizations had become more sustainable, effective and efficient. They were pleased that the reports, backed by the internal reviews, confirmed the independence of both organizations. They welcomed the overall opinion on the adequacy and effectiveness of their frameworks for governance, risk management and control, as well as the information provided on investigations, although they wished to learn how the level, spread and mix of cases and the effectiveness of systems to prevent and detect fraud would be interpreted. They requested information on efforts to recover losses, while encouraging timely loss-recovery. They agreed that both organizations should strengthen and prioritize preventing, detecting and sanctioning fraud through a stronger and inclusive United Nations system approach. They urged them to address recurring audit recommendations and provide details on responses, with implementation milestones and targets.

UNDP

119. Delegations were pleased with the reduction in audit recommendations that had remained open for more than 18 months, and with the improvement in the rate of implementation. They encouraged UNDP to address shortfalls in vendor management and procurement, especially of implementing partners. They urged UNDP to manage potential high risks of corruption in procurement. Given the “partially satisfactory” rating, they noted the need for improvements in governance, risk management and control, while recognizing they were generally established and functioning. They encouraged UNDP to continue to offer analysis of organizational risks and to show how it informed overall opinion. They were concerned that weaknesses in procurement and programme and financial management might pose fiduciary and delivery risks, undermining its ability to deliver value for money. There was a call for details on progress against two “unsatisfactory” ratings for the United Nations Office for South-South Cooperation and procurement process. On loss recovery, they requested that UNDP provide better year-by-year information.

UNFPA

120. Delegations welcomed the analysis explaining the opinion on adequacy and effectiveness of the UNFPA framework for governance, risk management and control and inclusion of good practices. They noted the concern of the Office of Audit and Investigations Services that resources were insufficient to expand internal audit coverage or manage its growing, complex investigation caseload. They requested that UNFPA elaborate on envisaged additional support to the Office, noted the increased number of audit recommendations implemented and welcomed the decline in

“unsatisfactory” ratings in 2016 in office governance, programme management and operations management. Noting the higher number of outstanding audit recommendations in 2016, they requested details about underlying factors. Noting issues on supply-chain management and availability of reproductive health commodities, they encouraged UNFPA to pay greater attention to last-mile delivery to ensure commodities reached beneficiaries. One delegation urged UNFPA to prioritize audit recommendations on fraud and financial management and commended its commitment to implementing audit recommendations and pursuing zero-tolerance on fraud, mismanagement and retaliation.

121. Delegations made no comments on the report of UNOPS.

122. In response, the Director, Office of Audit and Investigations, UNDP, highlighted that UNDP would conduct a follow-up audit on audits having received “unsatisfactory” ratings, including vendor management. On the “unsatisfactory” audit rating for the United Nations Office for South-South Cooperation, he reported that UNDP had closed all 16 recommendations, with no outstanding issues remaining.

123. The Director, Bureau for Management Services, UNDP, highlighted that UNDP was pleased that both investigation case numbers and substantiated cases, as well as financial losses were down. One case involving fraud accounted for the majority of the loss. UNDP had applied its zero-tolerance policy, using all means possible, including voluntary surrender of the staff-member-in-question’s pension to contribute towards loss-recovery, which required collaboration with United Nations system entities and national authorities on prosecution. UNDP would provide the Board with a year-by-year update on losses and recovery. UNDP was addressing 40 per cent of vendor management recommendations, part of which included establishing a system to filter duplications and archive inactive vendors. UNDP had assigned additional procurement specialists to regional hubs for country office support, and centralized higher risk procurement to ensure that it received top priority. UNDP had clustered the financial function in two regions to improve oversight and financial control.

124. The Director, Office of Audit and Investigation Services, UNFPA, noted that the rise in the number of cases was promising, because it meant greater staff confidence in the Office and an effective working relationship between audit and investigation, and also discouraging, because cases might begin to arrive in very large numbers, meaning that they would have to be prioritized. Half the cases were fraud-related and external, the rest internal; the magnitude of potential losses was different, with external cases usually of higher value. In assessing losses, the Office focused on (and presented) what could be substantiated; for corruption cases, there were no mechanisms to measure the total loss at stake had corruption not occurred. On loss recovery, the Office worked with the UNFPA legal office. With regard to audit coverage, a number of factors, including caseload and overall resources, as well as austerity measures, reverted mid-year, had affected the ability of the Office to address its workload. With additional resources in 2017, the office was striving to reach — barring staff movements — its projected audit coverage, for which management support was crucial. Noting the drop in “unsatisfactory” ratings in 2016, she emphasized that audit work was risk-based and findings fluctuated yearly. Stressing continuous work with management on combatting fraud, she encouraged management to address outstanding recommendations holistically.

125. The UNFPA Deputy Executive Director highlighted the strong collegial relationship between the Office of Audit and Investigations Services and management, built on a culture of accountability, which emboldened staff to speak out and bring cases forward. On the last mile, UNFPA was partnering with a consultancy firm to undertake rapid assessments and define the parameters of an optimal community security supply-chain management focused on beneficiaries.

126. The Director, Division for Management Services, UNFPA, stated that recent austerity measures had not been applied to the Office of Audit and Investigations Services, nor had management, concerned with ensuring the Office's independence, proposed budget cuts. The Office's budget derived from the institutional budget, with expected increases the following year; that, however, meant cuts to other areas. On inventory management, UNFPA had taken a holistic approach in its supply-chain policy. He reaffirmed the close relationship with the Office, the legal office and management, and the Fund's strict zero-tolerance policy for fraud and pursuit of loss recovery.

127. The Executive Board adopted decision 2017/17 on the reports of UNDP, UNFPA and UNOPS on internal audit and investigations and management response.

XVI. Reports of the UNDP, UNFPA and UNOPS ethics offices

128. The Director, Ethics Office, UNDP, presented the activities of the UNDP Ethics Office in 2016 ([DP/2017/27](#)) and the Director, Bureau for Management Services, UNDP, provided the management response. The UNFPA Ethics Adviser presented the UNFPA report of the Ethics Office for 2016 ([DP/FPA/2017/7](#)) and the UNFPA Deputy Executive Director (Management) provided the management response ([DP/FPA/2017/CRP.5](#)). The Legal Counsel, UNOPS, presented the activities of the UNOPS Ethics Office in 2016 ([DP/OPS/2017/4](#)) and the management response.

129. A group of delegations recognized the role of the UNDP Ethics Office in fostering a culture of ethics, integrity and accountability, welcomed the successful implementation of its outstanding recommendations in 2016 and looked forward to implementation of the UNDP code of ethics. They commended the Office for being adaptable, innovative and strategic in undertaking its workload. Stressing adequate funding was key to the Office's effective functioning, they encouraged management to explore permanent solutions to staffing gaps. They applauded UNDP support for the participation of the Office participation in the meetings of the Organizational Performance Group and encouraged the Office to continue to provide policy input to it and other groups. They appreciated the activities of the Office in providing ethics training, innovative awareness-raising and the expansion of online staff courses. The rising numbers of staff seeking the advice of the Office was a positive sign, although difficulty resolving one substantiated case, owing to poor inter-agency cooperation, raised concern. They urged UNDP management to work with the Office to strengthen inter-agency cooperation on ethics matters. The delegations called on UNDP to treat the resources of the Office as a priority.

130. The Board addressed no comments to UNFPA or UNOPS.

131. In response, the Director, Ethics Office, UNDP, explained that in the one substantiated case the complainant was no longer at risk of retaliation because the retaliator was forced to exit the country in question. UNDP had extended the complainant's contract an additional year and permitted him to attend out-of-country training courses previously denied. Those outcomes were in line with the corrective actions recommended by the Office. The one unresolved issue was its inability to retransfer the complainant to his previous position, owing to the agency-in-question's administrative policies, although the complainant stated that he was satisfied with his current role. The Office was engaged with the United Nations Ethics Panel in exploring ways to more effectively address similar cases and harmonize practices.

132. The Director, Bureau for Management Services, UNDP, underscored the commitment of UNDP management to promoting a culture of ethics and supporting

the Ethics Office. She stressed that despite financial constraints UNDP management had prioritized resource allocation for the Office.

133. The Executive Board adopted decision 2017/18 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Annex

Report of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (19 June 2017)

I. Operationalizing the decisions of the quadrennial comprehensive policy review, specifically taking into consideration climate change and building resilience

1. The President of the Executive Board of UNICEF opened the joint meeting by welcoming the participants of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and the World Food Programme (WFP). He also welcomed the Deputy Secretary-General of the United Nations. He stressed that since the first joint meeting of the Boards in 1998 the United Nations system had become a synergistic whole, achieving impressive results. The 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system was a critical opportunity for change and reform and, together with the 2030 Agenda for Sustainable Development, provided a solid basis for implementing the Sustainable Development Goals, reflecting each organization's comparative advantage. Climate change and youth/adolescents were specific examples of goals that could only be achieved through inter-agency collaboration. Addressing the needs of youth and adolescents, he noted, was one of the most pressing goals and the United Nations system had to come together to invest in their future.

2. In her opening remarks, the Deputy Secretary-General of the United Nations highlighted the importance of engaging with youth and protecting the environment within the 2030 Agenda and the global political and development context. Youth represented a cross-pillar investment and young people contributed to peace, prosperity and political dialogue and acted as agents of change. Ensuring their health, well-being, protection, education and skills, especially of girls and the most vulnerable, would provide the foundations for achievement of the goals. The 2030 Agenda and the 2016 quadrennial comprehensive policy review gave the United Nations development system the road map to become fit for purpose. The Executive Boards had a critical role to play in ensuring synergy and providing strategic guidance at the country level. Greater system-wide coherence should focus on strengthening leadership around results, along with a coherent interface between the Office of the Secretary-General and the governing bodies, including a more integrated governance architecture.

3. The UNICEF Deputy Executive Director (Programme), highlighted that climate change was central to all the Sustainable Development Goals and an issue that affected those most in need. Development work had to integrate systems able to anticipate climate-related shocks to reduce their impact, which required system-wide action in analysis and data collection; joint planning, approaches and actions; and targeted programming that maximized agency comparative advantages. The Executive Director, UNOPS, underscored that the 2016 quadrennial comprehensive policy review called on the United Nations system to work together more effectively and efficiently for better delivery of results. Key to the success of all development interventions was resilient infrastructure, efficient procurement and collaborative actions in planning, designing and implementing programmes, which required the multiple competencies of the United Nations system working together through an impartial resident coordinator.

4. The Deputy Executive Secretary, Southern African Development Community, discussed the collective role of the United Nations system in supporting implementation of the 2030 Agenda and building resilience at the country level against the backdrop of the 2015 drought and impending famine in the southern African region. A coordination unit was created to involve the organizations of the United Nations system with a humanitarian and recovery mandate in the mobilization of resources and awareness-raising at the national, regional and global levels. Success also derived from high-level United Nations support. The humanitarian and development teams combined planning and budgets and worked closely together — a major factor in ensuring that resilience-building began in the midst of crises. This resilience approach was successful because it was system-wide and because it addressed the issues and underlying conditions that had created the crisis in the first place.

5. The United Nations Resident Coordinator, Maldives, presented United Nations country team collaborative work, including developing the new UNDAF and implementing the standard operating procedures within the experience of the Maldives. The country had in the past 20 years graduated from a least developed country to a middle-income country. Climate change, however, remained a formidable challenge, which could wipe out hard-won gains. The United Nations was the country's most crucial development partner, but it depended on many non-resident agencies. Coordination was key to success, including through a much tighter and focused UNDAF grounded in human rights and built on “delivering as one” and the standard operating procedures. The Resident Coordinator also noted the difficulties in aligning UNDAFs with agency-specific plans, the duplicative reporting they presented and how they took away from time that could be devoted to implementation. Strong national support and incentives guaranteed a strong and united country team. Country teams would benefit from less burdensome planning processes and aligned agency operating systems.

6. The presidents and vice-presidents of the four Executive Boards, the heads and deputy heads of the six United Nations organizations and members of the Executive Boards were actively engaged throughout the session and provided a number of comments on the role of the United Nations development system in addressing climate change, resilience and youth engagement, most notably that:

(a) Climate change and youth engagement were ideal areas for system-wide approaches since the answers to addressing both were systemic in nature and required a whole-of-society approach;

(b) Resilience was a core concept that was multidimensional in nature and allowed broader development choices;

(c) The humanitarian-development-peace nexus was the perfect mechanism for the United Nations system to work together to build resilience to climate change;

(d) The system had a key role to play through its convening power and awareness-raising capacity in addressing climate change and youth;

(e) The system had to use its comparative strengths to ensure its collaborative advantages;

(f) Data collection, disaggregation and capacity for planning and measuring results were key to reaching vulnerable communities and building resilience;

(g) The joint meetings of the Executive Boards needed further strengthening, including a more integrated Executive Boards governing structure;

(h) The common chapters of the organizations' strategic plans should flesh out how system-wide coordination would help to leave no one behind, strengthen partnerships, build resilience, ensure an impartial United Nations resident

coordinator, build national capacity, and pursue joint business operations, supported by common results and indicators and a joint resource mobilization strategy.

7. In conclusion, the UNDP Administrator and Chair of the United Nations Development Group stressed that the 2016 quadrennial comprehensive policy review called on the United Nations development system to work in a new way. The challenge was overcoming the fact that the organizations continued to function as before, with little institutional alignment to incentivize staff to work together. The common and unified 2030 Agenda was clear and compelling. The system had to delve deeper to fix its institutional alignment challenge in order to succeed in meeting the vision of the 2030 Agenda. It should also pursue financing which, as opposed to programme-centred focus of funding, sought to build the broad capacities of national and local communities to better use and generate resources. Similarly, Member States and donors had to create the conditions that encourage the United Nations system to work together.

8. The Assistant Secretary-General and Head of the New York Office, United Nations Environment Programme (UNEP), presented the system-wide strategies adopted by the United Nations Development Group High-level Committee on Programmes and the collective role of the United Nations development system in supporting climate change and resilient development. At the policy level, the HLCP offered an example of an inter-agency entity acting as one through a coordinated approach ideal for holistically addressing issues, such as climate change, and a model for country teams at the country level, as articulated in the new UNDAF guidelines. The strategic approach to climate change action adopted by the United Nations System Chief Executives Board for Coordination was an excellent example that prescribed integrated collaborative action to deliver co-benefits across the entire 2030 Agenda and the Paris Agreement. It aimed to foster collaborative action in eight impact areas where shared expertise was needed and ensured joint approaches to climate change. The roll-out to regional and country teams would take place in 2017. The High-level Committee had also been active in coordinating system-wide climate action in previous high-level forums.

9. In closing, the President of the Executive Board of UNDP/UNFPA/UNOPS thanked delegations and the six United Nations organizations for their participation in the morning segment of the joint meeting.

II. Working with adolescents and youth to achieve the Sustainable Development Goals

10. The Vice-President of the Executive Board of UN-Women welcomed members of the four Executive Boards, the representatives of the six United Nations organizations and the invited guest speakers representing youth to the discussion on working together with adolescents and youth to achieve the Sustainable Development Goals.

11. In opening remarks, the Deputy Executive Director (Management), UNFPA, highlighted that despite much progress in recent decades for young people, women and girls, growing inequalities were denying many of them access to benefits. Young and adolescent girls were especially vulnerable since many challenges, such as adolescent marriage and childbearing, continued to persist. Such conditions exacerbated the cycle of poverty and poor health for women and girls. It was why empowering young people, especially women and girls, was key to reducing intergenerational poverty and seizing the demographic dividend. Development planning had to focus on young people, safeguarding their human rights, removing barriers to participation and investing in their capacities. Furthermore, young people

had to be an integral part of the solution, recognized and engaged in the design and implementation of programmes.

12. The representative of the United Nations major group for children and youth, one of the young guest speakers, gave a presentation on how young people can shape and implement the Sustainable Development Goals. Youth groups had played a seminal role in influencing the 2030 Agenda and were engaged in taking direct action on the ground, creating formal spaces to hold Governments accountable, or drafting shadow reports on government policies. They were involved in areas such as sustainable consumption and production, humanitarian response, mapping the effects of disasters, cleaning up the environment and applying indigenous knowledge and practices where modern approaches exacerbate inequalities. The major group embraced a collective membership approach to inspire knowledge exchange about the Goals and to help youth to understand the 2030 Agenda. The representative appealed to Member States and the Executive Boards to continue to engage with youth in implementing the Goals, and to elevate the major group to permanent observer status in the General Assembly.

13. The Youth Advocate and UNFPA Youth Innovation Fellow, the other young guest speaker, gave a presentation entitled “Youth leadership and engagement in the United Nations — opportunities, challenges and the way forward”. Despite its diversity, the current generation shared common characteristics across borders. They were digital natives inhabiting a more democratic space. And they were the first generation in the spotlight of international development. Their challenges included vulnerability, inequality, misinformation and exploitation by power groups, violence (especially in conflict settings) and unemployment or employment in precarious conditions. A one-size-fits-all solution was not the answer, however. Data showed that youth participation and leadership in policies and formal decision-making were low across the globe. Youth had starkly different interests in different places and had a trust deficit in established governing structures, including the United Nations. The way forward should focus on: (a) building trust by spotlighting United Nations values against those of other power groups seeking to recruit youth; (b) creating the right spaces for youth, focused on modern youth political aspirations and issues-focused concerns; and (c) fostering horizontal democratic structures as opposed to hierarchical structures. The best support to youth was building their skills and resources so that they could make a difference.

14. In turn, the Executive Director, UN-Women, stressed that focusing on youth, women and girls was the best way to ensure that “no one is left behind”. While youth and women were at the centre of many modern challenges, they were also resilient and the drivers of change. The Secretary-General had made a strong commitment to deliver for and with youth, especially young women, through a coherent and coordinated United Nations development system. Investments in youth and women had a high guaranteed rate of return, and should include empowerment, job creation and skills building, especially in the most disadvantaged communities, and be done through partnerships and at scale. It was estimated that almost 90 per cent of future jobs would require digital literacy, a skill youth already possessed. Inter-agency work was the best approach to supporting youth and had already engendered successful strategies targeted at youth.

15. The presidents and vice-presidents of the four Executive Boards, the heads and deputy heads of the six United Nations organizations and members of the Executive Boards were again actively engaged throughout the session and provided a number of comments on how the United Nations could work with adolescents and youth in achieving the Sustainable Development Goals, most notably that:

(a) Youth as agents of change were critical to achieving the Goals — they were not simply beneficiaries, because their role extended from advocacy to substantive participation in planning and implementation;

(b) Young people’s inclusive and meaningful participation at all levels was critical to addressing their needs and ensuring that they acted as accelerators in achieving the Goals for all in societies;

(c) Youth strategies and programmes had to account for young people’s diversity and the complexity of their specific needs;

(d) Partners and country teams should engage young people in formal and informal decision-making at national and local levels and integrate their priorities in policy processes, including in strategies and road maps for the achievement of the Goals and through the UNDAF process;

(e) Partners should focus on removing obstacles to and support youth participation in all phases of implementation of the 2030 Agenda, including in creating civic space for youth, supporting their roles in localization, collecting data and reporting, and fostering enabling environments for their involvement in implementation, monitoring and accountability;

(f) Partners should build trust in the United Nations and its values, foremost by promoting youth capacities and participation to deliver on the 2030 Agenda and by engaging youth in the different spaces where they gathered (e.g. social media, music and gaming);

(g) Global, regional and national indicators, data collection and analysis should be youth-focused and youth-relevant;

(h) Societies should equip young people with decent jobs and life skills, invest in public education, support young people as social and civic actors, support youth organizations and focus on engaging vulnerable youth, including young women and youth in crisis settings;

(i) Partnering with grass-roots organizations to reach the most marginalized youth and promoting volunteerism are key ways of having youth engage in achieving the goals and ensuring that “no one is left behind”;

(j) Youth-focused programmes required adequate funding to have a sustainable impact. The vision of the United Nations youth strategy aimed to ensure that by 2030 young people’s rights were protected and promoted, their specific needs addressed, and their role as agents of change in conflict prevention, development and peace recognized, valued and promoted.

16. In summarizing the discussion, the Deputy Executive Director, WFP, stressed the importance of synergy within the United Nations development system for youth and youth opportunities, especially at the country level. While creating formal and informal spaces for youth engagement was crucial, financing remained a challenge. The international community needed to internalize its responsibility toward young people when engaging youth as change agents for the 2030 Agenda.

17. In closing remarks, the Vice-President of the Executive Board of WFP welcomed the enthusiasm and readiness of the guest speakers on behalf of youth to engage in implementing the Goals and encouraged Member States and the United Nations system to give them their full support. He also commended Board members and the United Nations organizations for their commitment to working together to support and engage youth on the 2030 Agenda, which was a model to be followed.

18. The President of the Executive Board of UNICEF closed the meeting by thanking delegations and the six United Nations organizations for their active participation and rich discussion.

Part three

Second regular session 2017

**Held at United Nations Headquarters in New York
from 5 to 11 September 2017**

I. Organizational matters

1. The second regular session 2017 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters in New York from 5 to 11 September 2017.
2. The Executive Board adopted the agenda and workplan for its second regular session 2017 (DP/2017/L.3), and adopted the report of the annual session 2017 (DP/2017/28). The Board approved the draft annual workplan for 2018 (DP/2017/CRP.2) and approved the tentative workplan for the first regular session 2018. Both documents will be presented for adoption of the Board at the first regular session 2018. The Board has also approved the tentative workplan for the special session 2017 (28 November 2017).
3. Decisions adopted by the Executive Board in 2017 will appear in document DP/2018/3, which will be available on the [Executive Board website](#).
4. The Executive Board agreed in decision 2017/29 to the following schedule for future sessions of the Executive Board in 2018:

First regular session:	22 to 26 January 2018
Annual session:	4 to 8 June 2018
Second regular session:	4 to 7 September 2018

UNDP segment

II. and IV. Statement by the Administrator and UNDP strategic plan, 2018–2021, including financial, budgetary and administrative matters

Statement by the Administrator

5. In his first address to the Executive Board (available on the [Executive Board website](#)) as Administrator of UNDP, Mr. Achim Steiner drew attention to constantly evolving challenges and opportunities for UNDP in advancing the global development agenda. Achieving the 2030 Agenda for Sustainable Development and the Sustainable Development Goals would be complex and demanded both a “truly integrated approach” to leave no one behind as well as a new set of skills to identify and manage associated risks. He pointed to mega-trends that could derail efforts, such as persistent poverty, rising inequalities, rapid population growth, migration, urbanization, environmental degradation and climate change — in addition to shifting trends in development cooperation and financing for development.
6. UNDP would respond to those challenges with high-quality, integrated policies and programmes, tailored to country realities and conducive to achieving the Goals, while working closely with partners in UNDG to make the United Nations development system fit-for-purpose. UNDP shared the reform vision of the Secretary-General to make the United Nations better at working together to deliver results for people. The Executive Board played an indispensable role in helping UNDP reach its full potential and, as such, the organization would ensure the Board received the information and evidence it needed to provide strategic guidance. The Administrator looked forward to a strong partnership with the Board based on honest, open, continuous dialogue in mutual respect and support.
7. Turning to the strategic plan, 2018–2021, the Administrator noted that its development was moving quickly, thanks to strong Board feedback and engagement.

The new plan's preparation was guided by the 2016 quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 71/243), benefitted from the independent joint evaluation of the strategic plan and global and regional programmes, 2014–2017 (DP/2017/32), and the joint assessment of the institutional effectiveness of UNDP (DP/2017/21). UNDP was committed to taking on evaluation recommendations, including those related to gender equality and South-South cooperation. The new plan sought to optimize UNDP capacity to help countries achieve the 2030 Agenda and respond effectively to emerging needs in an increasing turbulent world — all focused on reaching the poorest and the marginalized. Maximizing its comparative advantages and collective capacity of the United Nations system, UNDP would tailor its response to diverse country demands, be they least developed countries, middle-income countries or small-island developing States.

8. UNDP would build on its main offers: extensive country presence; long-standing, trusted relationships with Governments and partners; and unique ability to develop and help countries implement multisectoral, integrated development solutions. Working through two main entry points, country-level Sustainable Development Goals support platforms and global development and advisory implementation services, UNDP would deliver development solutions for diverse contexts, helping countries to pursue development pathways of their choice, with the aim of achieving the Goals. Those included signature development solutions, aimed at demonstrating tangible progress towards achieving the Goals at the country level. Each solution would aim to generate positive transformations to help countries achieve their goals against the 2030 Agenda.

9. The Administrator stressed that delivering the new plan required a financially viable business model and a UNDP fit-for-purpose. Regular (core) resources, however, continued to decline in relative and absolute terms, while cost recovery did not fully cover real costs. The Administrator had begun a systematic review of the UNDP business model to accelerate delivery of quality programmatic results for achieving the Goals and developing scenarios that would make UNDP financially sustainable. The review was inclusive, focused on partnerships and inter-agency collaboration, and expected to be completed in six to 12 months. He hoped the new strategic plan would give Member States the confidence to raise the level and predictability of core resources — a topic discussed in detail under the structured funding dialogue (item III).

10. In concluding, the Administrator underscored the UNDP commitment to global development agendas, with delivering on the 2030 Agenda as the bedrock of its work. UNDP would continue to support Governments in implementing the Goals, including through MAPS missions. Furthermore, UNDP would support countries suffering from crisis and conflict, working to bridge the humanitarian-development divide and build resilience.

11. The Executive Board congratulated the new Administrator on his appointment and commended him for guiding UNDP in finalizing its new strategic plan and budget, 2018–2021, in close dialogue with Member States. Across the Board, delegations welcomed progress made in developing the new plan and were pleased to see that it: reflected their guidance, was firmly grounded in the 2030 Agenda, the Sustainable Development Goals and the 2016 quadrennial review, and shared the Secretary-General's reform vision to reposition the United Nations development system to deliver on the 2030 Agenda. They looked forward to adopting the new plan at the special session of the Board in November 2017.

12. Delegations welcomed the new plan's preliminary outline, which underscored the organization's mandate and comparative advantage in sustainable development,

democratic governance, peacebuilding, and climate and disaster resilience, in support of its ultimate goals to eradicate poverty and reduce inequalities. They welcomed the focus on cross-cutting issues, such as gender equality, disaster risk reduction and early recovery. They were pleased with the new plan's focus on building and deepening partnerships across and outside the United Nations development system, and its system-wide perspective, with prevention at its core. They welcomed the plan's inclusion of signature development solutions and were pleased with the plan's common chapter among the four funds and programmes.

13. Many delegations highlighted the primacy of poverty eradication and reducing inequalities as the core of the UNDP mandate, focused on root causes and the need to focus on those left furthest behind and the marginalized. A number of delegations stressed that the new plan should position UNDP as a leader in public sector reform and institution-building, promoting peaceful and inclusive societies, and as key partner for climate and environment action in support of resilience. The importance of a human rights-based approach was highlighted and a number of delegations saw UNDP playing an ever-increasing role in bridging the humanitarian-development nexus.

14. Board members showed strong support for the resident coordinator system and encouraged a realignment of resources to ensure the system's ability to deliver, while continuing cost-sharing with UNDG. They viewed resident coordinators and the resident coordinator system as the linchpin to delivering results at the country level. A strong United Nations development system should showcase leadership, efficiency, value for money, accountability, transparency and performance. Other delegations noted, in reference to the Secretary-General's reform agenda, that reform of the resident coordinator system should avoid disrupting the system's efficiency and delivery.

15. A group of delegations underscored the importance of addressing the special needs of middle-income countries in a comprehensive, integral manner, focused on multidimensional challenges. They stressed the need to develop criteria that went beyond income per capita to reflect the multidimensional nature of present and future challenges. The group called for open dialogue on "development in transition", including a new approach to country graduation policies and tailored solutions for countries based on individual vulnerabilities. To sustain their gains, middle-income countries required better exchange of experiences, improved coordination and more focused support from the United Nations system. The group urged the United Nations development system to develop a comprehensive system-wide, long-term strategy to facilitate sustainable development cooperation and coordinated support to middle-income countries, in accordance with the quadrennial review.

16. A number of delegations called on UNDP to continue focusing on the special circumstances faced by small island development States by addressing the decline in its core funding, targeting new partnerships and developing a new resource mobilization strategy. They appealed to UNDP to increase predictable, long-term funding to small island developing States, which was not a request to transfer, modify or decrease funding from other regions or groups, especially the least developed countries, but rather for increased engagement and delivery of services and programmes. Representatives of small-island developing States, along with middle-income countries and the least developed countries, stressed the importance of national ownership and leadership and benefits of South-South cooperation. Other delegations commended UNDP for close collaboration with Member States in preparing strong subregional programme documents.

17. Across the board, pointing to the annual review of the financial situation 2016 (DP/2017/30), delegations continued to express deep concern with the ongoing

decline in core resources and strongly urged Member States, in a position to do so, to adhere to funding commitments, increase funding to core and make predictable, multi-year, non-earmarked contributions — the only way to guarantee UNDP ongoing universal presence and impartiality. Some delegations requested that UNDP develop a plan of action to address the core resource situation. Others sought a clearer view of how UNDP planned to move away from a project-driven funding structure towards a more flexible and transformative approach. They welcomed the structured funding dialogues as a tool to improving the correlation of resources to results. Board members spoke to the importance of providing funding to the least developed countries, drawing attention to commitments made in the Addis Ababa Action Agenda. Delegations again encouraged UNDP to explore incentives and mechanisms to broaden its donor base.

18. In response, the Administrator, UNDP, stressed the need to reflect on the evolving development context when discussing the strategic plan. The lessons of development, both global and national, pointed to the need for flexibility in transitioning to a new approach. A key challenge was pursuing clarity in planning while adapting to changing development conditions. While affirming the importance of accountability through planning, monitoring and evaluating, he drew attention to the challenge of measuring performance, efficiency and effectiveness based on appropriate metrics.

19. The Administrator assured Board members of the UNDP commitment to promoting gender equality and women's empowerment, including in collaboration with the United Nations Entity for Gender and the Empowerment of Women (UN-Women). UNDP partnered with numerous funds, programmes and specialized agencies, whether programmatically or through services, building on comparative advantages and complementarities. The UNDP proposed global development advisory and implementation services platform was grounded on the premise that UNDP was not only connected to a global network of expertise but a unique actor in delivering on the United Nations promise of development.

20. The Administrator stressed the importance of UNDP continued assistance to middle-income countries, and underscored the role of UNDP in driving innovation for development. On funding, UNDP would pursue “value propositions”, which highlighted its value based on its development offerings, platforms and services, as a means of attracting donor funding. Reaffirming UNDP commitment to United Nations system reform, he stressed that the new strategic plan, 2018–2021, set for Board adoption in November 2017, would ensure enough flexibility to respond to Member States' decisions in that regard.

21. The Executive Board took note of the draft strategic plan, 2018–2021, and draft integrated results and resources framework, 2018–2021.

III. UNDP structured funding dialogue

22. The Director, Bureau of External Relations and Advocacy and the Director, Bureau for Management Services, UNDP, introduced the annual review of the financial situation (DP/2017/30), the detailed information relating to the annual review of the financial situation (DP/2017/30/Add.1) and the status of regular resources funding commitments to UNDP and its funds and programmes for 2017 and onwards (DP/2017/31), which they followed with a joint presentation.

23. Board members welcomed the funding dialogues and UNDP ambition to support Governments in creating new modalities to foster partnerships, including with the private sector, in support of financing the Sustainable Development Goals. They

underscored the importance of United Nations reform and a results-oriented, strategic, coordinated United Nations development system where funding was a reform driver. Funding catalysed the organizations to focus on mandates, and funding dialogues helped Member States make strategic decisions. UNDP should help Board members understand the kinds of funding required for different functions and address how to fund system-wide results, with incentives for United Nations organizations to collaborate. There was a request for details on efforts among UNDP, UNFPA, UNICEF and UN-Women to improve the structured funding dialogues, and information on how UNDP would connect resources to results in the integrated budget.

24. Delegations called on UNDP to carry out funding dialogues with individual Member States and non-state donors to build trust and foster a sense of shared responsibility for the implementation of the new strategic plan. UNDP should revitalize the dialogues as agency-facilitated intergovernmental processes, through which Member States took responsibility for the way they financed development results in the strategic plan. They suggested developing transparent online tools that allowed Member States to review the funding situation. There was a call for UNDP to build on its experience with vertical funds, learn from the expertise of the United Nations Capital Development Fund (UNCDF) and develop its collaboration with the World Bank and other international financial institutions.

25. While recognizing UNDP successes in attracting earmarked funds for project implementation, delegations expressed concern with the ongoing decline in core resources and the organization's dependence on a limited number of donors. They stressed the importance of appropriate funding structures and modalities to support the new strategic plan, the need for sufficient, flexible, predictable core funding for the move to a more programmatic approach, and for UNDP to fulfil its normative role and policy function. They welcomed UNDP efforts to manage the consequences of falling core resources, including shielding programmatic budget lines, cutting management costs and reducing the share of core resources dedicated to institutional expenses. They welcomed the effort to ensure full cost-recovery and the increased number of countries contributing to core resources.

26. Delegations sought details on how UNDP could move towards a programme portfolio and suggestions on how funding could become more timely, efficient, predictable and better aligned. They welcomed ideas on how to reduce transaction costs by consolidating programmes and harmonizing donor requirements. They called on UNDP to develop a cost-sharing model that better reflected the cost of different interventions and capacity of partner countries to contribute. One delegation sought clarity on UNDP proposed 'strategic investments' and efforts to mobilize private sector resources. Another asked how the proposed funding approaches interfaced with proposed signature solutions. They noted with concern that UNDP had granted 12 waivers to cost recovery rates in 2016 and urged it to reduce that number in future.

27. In response, the Director, Bureau of External Relations and Advocacy, UNDP, noted that the strategic plan and integrated resources budget, 2018–2021, were the main tools through which UNDP addressed the core/non-core imbalance. UNDP sought to use the new plan to mobilize financing for delivery with Member States and partners. Key to efforts was persuading Member States to fund core resources at their highest levels from the previous 15 years, which would significantly raise core. UNDP sought to broaden its donor base to include greater diversity, including from programme countries and private sector. Inter-agency efforts had focused on how to ensure greater coherence in organizations' structured funding dialogues, while demonstrating joint results and work. The proposed funding compact of the Secretary-General was part of that effort. UNDP was pursuing innovative finance mechanisms with a growing group of private sector partners interested in addressing the

Sustainable Development Goals. There were other approaches under discussions, such as combining core resources and government local office costs, stepping up intergovernmental pledging rounds, streamlining global projects, and promoting inter-agency resource mobilization efforts for United Nations pooled funds.

28. The Director, Bureau for Management Services, UNDP, highlighted that system-wide resource mobilization and funding efforts remained a challenge. The delivering-as-one pilot phase had demonstrated that coherence funds were powerful drivers of reform. The operational challenge was that United Nations development organizations were funded by Member States on an individual basis. There were two options to address that challenge: Member States could provide UNDP funding for inter-agency programming, with UNDP taking the lead, or they could place funding in UNDP-administered multi-partner trust funds available for the United Nations system. Those options and funding should be structured with clarity and incentives for joint work, with the same message at each Executive Board. She affirmed that for UNDP to reduce waivers to cost recovery rates it required Member States to abide by cost recovery agreements at the country level; she floated the idea of differentiated cost recovery rates based on volume of spending. She said joint donor reporting was a more efficient way for UNDP to report back to Member States. UNDP was committed to transparency and ready to discuss details with Board members. It was actively working to provide Member States with real-time reporting and was revamping its enterprise resource planning system to that end. She noted that supporting the financing of the Goals was a challenge UNDP was ready to take on to leverage bigger development financing. That included helping programme countries think strategically about their development investments so that they used financing for the Goals through their own national systems. In such cases, UNDP worked to ensure that private sector development-related initiatives were in line with the principles of the 2030 Agenda.

29. The Deputy Director, Bureau for Management Services, UNDP, pointed out that UNDP had managed to mitigate the impact of exchange rates on core resources, thanks to donors' regularly scheduled payments and good intelligence. The biggest challenge was related to non-core resources. Better predictability would make it easier for UNDP to hedge contributions. He appealed to Board members for greater predictability in non-core contributions. The proposed strategic investments remained a work in progress in the draft integrated budget, but UNDP would engage closely on that issue. On inter-agency contributions, UNDP was engaged in many joint programmes with United Nations organizations at the global, regional and country levels. He pointed out that the concept of blended finance was linked to all signature solutions, including traditional financing from grants. It was important for UNDP to update its financing toolbox, which should include performance-based grants, funds and loans. UNDP sought to leverage its partnership with UNCDF to that end.

30. The Board adopted decision 2017/20 on the UNDP structured funding dialogue.

V. Evaluation

31. The Director, Independent Evaluation Office, UNDP, presented the evaluation of the UNDP strategic plan, global and regional programmes, 2014–2017 (DP/2017/32), and the Director, Bureau for Programme and Policy Support, UNDP, provided the management response (DP/2017/33).

32. A group of Board members welcomed the evaluation and management's commitment to acting on its recommendations. They requested that UNDP build on the findings when finalizing the strategic plan and integrated results framework, 2018–2021. They encouraged UNDP to use the Independent Evaluation Office as an

instrument to improve organizational effectiveness and programme results and reiterated the importance of sufficiently funded offices for independent evaluations, audits and investigations. While noting UNDP strengths and weaknesses, the group said the report could have provided more guidance on comparative advantages. The group expressed concern with the low percentage of core funding and variation in resource mobilization between results areas. They encouraged UNDP to develop a strategy to improve the core/non-core imbalance, including through dialogue with current and potential donors.

33. The group encouraged UNDP to develop programme models and funding to respond to differentiated country contexts, especially middle-income countries, in its new business model. They noted that the evaluation pointed to the risk of developing a parallel system of government staff and recommended that UNDP assess the risk of undermining civil services through long-term off-budget advisory support. They hoped the new strategic plan and business model would provide details on the role and funding of regional offices. Similarly, recognizing evaluation's support for enhanced UNDP thought leadership, they suggested UNDP define its complementarity with the World Bank, which had significant investments in research and policy analysis.

34. On sustainability of interventions, the group requested better analysis of external and internal factors for results, in particular for results-based budgeting. They encouraged UNDP to be at the global forefront of efforts to communicate results and place more efforts in programmatic value for money. Similarly, they encouraged UNDP to step up efforts to harmonize systems for more joint programming and implementation. They suggested removing bureaucratic hurdles to facilitate functioning of Sustainable Development Goals support platforms.

35. On democratic governance, the group encouraged UNDP to engage in dialogue with Governments to promote not only national ownership and priorities but also the principles of human rights and dignity. They expected the new strategic plan to develop that area further. Similarly, the group reiterated that UNDP should step up its work on gender equality and women's empowerment. They urged UNDP to ensure that gender equality was mainstreamed across programming areas and included men and boys, in partnership with UN-Women.

36. One delegation sought clarity on whether the evaluation covered all aspects of UNDP programming, and why it seemed to prioritize Goal 16 in its recommendations. The delegation stressed that the Board should be involved in oversight of all UNDP activities, including those on peacebuilding and human rights, which, it noted, did not fall within its mandate. Highlighting that the Board had not modified UNDP programming arrangements in four years, the delegation requested details on how UNDP intended to cover its proposed increased spending in middle-income countries.

37. In response, the Director, Independent Evaluation Office, UNDP, explained the difficulties inherent in evaluating comparative advantage, which required analysing data from other United Nations organizations. The evaluation focused on UNDP areas of expertise. The evaluation had covered all UNDP work but reported only on areas where results and evidence were clear, a normal evaluative practice. He said that an international team had validated the evaluation and stressed that in no way was it partial. The evaluation did report on Goal 16 because it was a UNDP focus area, though not as a priority. He stated that the evaluation's recommendations were not too prescriptive, a task that fell within the Board's mandate.

38. The Director, Bureau for Programme and Policy Support, UNDP, noted that UNDP areas of comparative advantage were well documented. Based on results in those areas, UNDP was aware of where it needed to step up efforts, one being gender. On funding, the focus should be on stabilizing core resources, which, in the light of

past fluctuations, UNDP viewed as achievable. Doing so would help to address imbalances in other funding areas. On contractual issues, UNDP sought a middle ground between full staff contracts and consultancy contracts to offset its stringent budget situation. UNDP collaborated with many global and regional development banks, including the World Bank, in tackling issues related to the causes of conflict, urban development and the UNDG approach to MAPS for implementation of the Goals. He emphasized that UNDP did not think the evaluation focused excessively on Goal 16. Recognizing its sensitivity, UNDP worked on governance only in strict agreement with national Governments and in full respect of national ownership.

39. The Executive Board adopted decision 2017/21 on the evaluation of the UNDP strategic plan, global and regional programmes, and management response.

VI. Country programmes and related matters

40. The Director, Regional Bureau for Africa, UNDP, introduced the item and provided an overview of the 15 country programmes up for Board approval as well as the extensions of seven country programmes. 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: Bolivia (Plurinational State of), the Central African Republic, Costa Rica, the Dominican Republic, Guinea, India, Kyrgyzstan, Nepal, Nigeria, Papua New Guinea, the Republic of Moldova, Sri Lanka, Sudan, Ukraine and the subregional programme document for the Pacific Island Countries and Territories, as well as the first one-year extensions of the country programmes for the Democratic Republic of the Congo, Equatorial Guinea, South Sudan and the Syrian Arab Republic, the first 15-month extension of the country programme for South Africa, the exceptional fourth one-year extension of the country programme for Libya and the third two-year extension of the country programme for Yemen.

41. Several Board members whose country programmes were up for Board review and approval commented on the programmes from the national perspective. They highlighted the participatory process followed in designing the country programmes while stressing the importance of national ownership and needs, and the achievements of their partnerships with UNDP at the country level. One delegation cautioned Member States to avoid using Board meetings to express positions of a political nature.

42. The Executive Board reviewed and approved, in accordance with Executive Board decision 2014/7, the country programme documents for: Bolivia (Plurinational State of) (DP/DCP/BOL/3), the Central African Republic (DP/DCP/CAF/4), Costa Rica (DP/DCP/CRI/3), the Dominican Republic (DP/DCP/DOM/3), Guinea (DP/DCP/GIN/3), India (DP/DCP/IND/3), Kyrgyzstan (DP/DCP/KGZ/3), Nepal (DP/DCP/NPL/3), Nigeria (DP/DCP/NGA/3), Papua New Guinea (DP/DCP/PNG/2), the Republic of Moldova (DP/DCP/MDA/3), Sri Lanka (DP/DCP/LKA/3), the Sudan (DP/DCP/SDN/3), Ukraine (DP/DCP/UKR/3) and the subregional programme document for the Pacific Island Countries and Territories (DP/DSP/PIC/2).

43. The Board approved the exceptional fourth one-year extension of the country programme for Libya from 1 January to 31 December 2018 and the third two-year extension of the country programme for Yemen from 1 January 2018 to 31 December 2019.

44. The Board took note of the first one-year extensions of the country programmes for the Democratic Republic of the Congo, Equatorial Guinea, South Sudan and the Syrian Arab Republic from 1 January to 31 December 2018 and the first 15-month

extension of the country programme for South Africa from 1 January 2018 to 31 March 2019.

XV. United Nations Capital Development Fund

45. The Executive Secretary, UNCDF, introduced the review of the UNCDF operational reserve (DP/2017/36), which the Director, Office of Finance and Administration, UNDP, followed with a presentation of its details.

46. One delegation welcomed the UNCDF move to refine its methodology to recalculate its operational reserve; it appreciated that the process was evidence-based and believed the proposed changes would be useful in modernizing the Fund's working methods. It welcomed the UNCDF approach to developing its next strategic framework, 2018–2021, and encouraged it to maintain its presence in all Pacific island countries, regardless of their MIC or LDC status. The delegation welcomed the commitment in the strategic framework to conduct more impact evaluations and case studies that took a wider-lens view of its interventions and how they attracted follow-up finance. It encouraged the Fund to ensure the framework was more explicit about its commitment to building a stronger evidence base around the long-term impact of its financial inclusion programmes on the quality of women's lives and economic growth of their communities. It urged UNCDF to leverage the expertise of United Nations organizations, as well as partnerships beyond the United Nations system, to strengthen its story around the transformative impact of its work. The delegation announced a multi-year commitment to core over three years and appealed to other Member States to step up their core contributions to the Fund and consider the key role UNCDF played for the least developed countries as part of broader UNDP budget discussions.

47. Another delegation recognized the Fund's unique role in helping development countries, especially the least developed countries, in achieving the Sustainable Development Goals. The new strategic framework positioned UNCDF to support the least developed countries in achieving their graduation to MIC status as well as national development goals. It appreciated the Fund's approach to financing the Goals, which involved communities in driving sustainability forward through innovative projects and welcomed UNCDF leveraging of private sector financing. The delegation welcomed the refined methodology to recalculate the operational reserve, as well as the proposed revisions to the methodologies for core and non-core resources.

48. The Executive Secretary, UNCDF, noted that the Fund could begin implementing the new methodology for core and non-core resources quickly, and would continue to report to the Board and discuss the status of the reserve going forward.

49. The Executive Board adopted decision 2017/22 on the review of the UNCDF operational reserve.

UNFPA segment

VII. and VIII. Statement by the Executive Director and UNFPA strategic plan, 2018–2021, including financial, budgetary and administrative matters

50. In her statement to the Executive Board (available on [Papersmart](#)), the Acting Executive Director noted that the new strategic plan, 2018–2021 ([DP/FPA/2017/9](#)) — the first of three strategic plans leading up to 2030 — benefitted from a consultative and transparent process with Board members and stakeholders. The plan reflected the 2030 Agenda for Sustainable Development and the Sustainable Development Goals and was grounded in the programme of action of the International Conference on Population and Development and the reform agenda of the 2016 quadrennial review. That vision for more effective United Nations system collaboration and innovative thinking — as reflected in the plan’s common chapter jointly shared with UNDP, UNICEF and UN-Women — and greater coherence, integration and inclusive partnerships combined to ensure that “no one is left behind”. UNFPA was committed to that challenge, working to mobilize resources, marshal political support and broaden partnerships, with agility and flexibility.

51. The new plan sought to build on UNFPA comparative advantages and introduced changes that would consolidate its efforts and strengthen coherence, effectiveness and efficiency. It aimed to expand UNFPA work by focusing on achieving three transformative, people-centred results: (a) zero unmet needs for family planning; (b) zero preventable maternal deaths; and (c) zero harmful practices and gender-based violence. Those results or “main drivers” would be the key focus of the Fund’s advocacy, communication, partnerships and resource mobilization efforts, grounded in the “Bull’s Eye” and a rights-based approach. Accordingly, UNFPA would work to: (i) strengthen national health care systems through quality care, equity in access and social protection; (ii) bolster country office capacity for data collection, analysis and use to identify and track inequalities, ensure targeted investments and achieve national development goals; and (iii) build systems for solutions, innovation and impact — all working ultimately to reduce poverty and inequalities.

52. The strategic plan aimed to better align UNFPA efforts with those of other United Nations organizations to protect and empower women and young people, especially adolescent girls. Making UNFPA ever more “fit-for-purpose” was a key component of the new plan and critical to achieving its goals. Innovation was therefore a corporate priority — an endeavour buttressed by the Innovation Fund with the support of Denmark and Finland, and the Innovation Initiative, which would allow the Fund to obtain real-time feedback and learning for managers. As part of that initiative, UNFPA had commissioned a comparative analysis study of innovation across the United Nations development system, collecting and comparing data from 11 United Nations organizations and their offices.

53. Achieving the strategic plan goals required enhanced management and staff capacities to face the challenges. UNFPA would implement the change management process in a holistic manner to ensure it possessed the institutional efficiency and effectiveness to meet the 2030 Agenda ambitions, as laid out in the Secretary-General’s reform agenda, the 2016 quadrennial review and recommendations of the independent evaluation of the strategic plan, 2014–2017, and keep the Board apprised of progress.

54. As part of her statement, the Acting Executive Director introduced the UNFPA integrated budget, 2018–2021 ([DP/FPA/2017/10](#) and [DP/FPA/2017/10/Corr.1](#)) — the financial bedrock of the new strategic plan — and the report of the Advisory

Committee on Administrative and Budgetary Questions on the UNFPA integrated budget, 2018–2021 (DP/FPA/2017/14). She drew attention to the ongoing decline in regular (core) resources, and underscored that UNFPA was exploring opportunities, partnerships and platforms that facilitated programmatic and funding innovation, including blended financing options and leveraging different international/domestic financing streams. She explained the drivers of the proposed institutional budget and introduced a proposal to reduce the institutional budget.

55. Board members welcomed the new strategic plan, 2018–2021, and expressed continued strong support for the Fund’s mandate, in line with the ICPD programme of action, 2030 Agenda and 2016 quadrennial review. They stressed the importance of the UNFPA mandate in collective efforts to achieve the Sustainable Development Goals. Delegations greatly appreciated the transparent consultative process the Fund followed in engaging Member States and stakeholders in developing the new plan and expressed full support and readiness to endorse the new strategic plan, 2018–2021, at the Board session. They recognized the work of UNFPA staff across the globe in providing universal access to sexual and reproductive health services, especially in reaching marginalized and vulnerable communities, including in humanitarian settings.

56. Delegations welcomed and reiterated the need for the plan’s alignment with the 2030 Agenda, 2016 quadrennial review, the Programme of Action of the International Conference on Population and Development, the “Bull’s Eye” and lessons learned from the previous strategic plan, 2014–2017. A large number of delegations welcomed and strongly supported the plan’s grounding in a human-rights based approach, reflecting gender equality, empowerment of women, reduction of maternal mortality, prevention of gender-based and domestic violence, and its focus on women, girls, adolescents and youth in its sexual and reproductive health and reproductive rights work, including family planning, in development and humanitarian settings.

57. Many delegations were pleased to see the plan took into account United Nations system reform efforts, including the reform agenda of the Secretary-General, in accordance with the 2016 quadrennial review and the strategic plan’s common chapter. They welcomed efforts to engage closely with United Nations system organizations in breaking down silos and bridging gaps for enhanced collaboration in development and humanitarian settings.

58. Delegations appreciated the plan’s differentiated approach to programming at the country level, with tailored assistance to countries’ needs and priorities, as defined by programme countries and respectful of national ownership, especially in humanitarian and emergency situations. They encouraged UNFPA to prioritize region-wide assistance to small island developing States, which were especially vulnerable to climate change and natural disasters), providing their subregional offices with financial and technical support to ensure the Fund’s presence on the ground and assistance in helping countries achieve the Goals.

59. Other delegations welcomed UNFPA efforts to strengthen staff and national capacities to collect, analyse and disaggregate data on population dynamics, including in ageing societies, helping programme countries to use data for informed decision-making on development policies and interventions. They noted the continued focus on greater efficiency in delivery, accountability and transparency through the Fund’s change management process and enhanced risk management, and its continued dialogue with Board members on ways to allocate funds to programme activities. Similarly, they welcomed efforts to improve performance by grounding programme planning in results-based management, monitoring and evaluation, including through stronger milestones and targets.

60. The ongoing core/non-core imbalance remained an important concern among delegations. They called on UNFPA to broaden its donor base and pursue more innovative partnerships and modes of financing, including with the private sector and through South-South cooperation, to address the core/non-core imbalance, which, they warned, could jeopardize the Fund's ability to deliver its mandate and imperil its ability to ensure universal presence in programme countries — especially of concern to least developed countries and small island developing States. Delegations welcomed the proposed review of the integrated budget 2018 to ensure a more balanced budget, reflecting links with United Nations system organizations.

61. One delegation, underlining its commitment to women's equal access to reproductive health care, the Beijing Declaration and platform for action and the Programme of Action of the International Conference on Population and Development, fully supported the principle of voluntary choice on maternal and child health and family planning but did not recognize abortion as a method of family planning. The delegation stressed that it had no obligation as a Member State to implement provisions of instruments to which it was not a party. Another delegation, in response, expressed concern with the increasing importance of normative discussions in the Board. The delegation affirmed that the Board should focus on operational discussions and implementing principles already agreed in the 2016 quadrennial review and the 2030 Agenda.

62. Many delegations underscored the importance of UNFPA work in humanitarian settings, providing sexual and reproductive health services and addressing gender-based violence and the needs of the most vulnerable. They saw UNFPA playing a key role in strengthening the humanitarian-development nexus and supporting resilience-building. Some delegations called on UNFPA to provide services to migrants, refugees and people on the move, including adolescent girls, and to support host communities. Others encouraged the Fund to provide sexual and reproductive health and family planning services in countries seeking to increase birth rates and promote family values, respecting national cultural and religious approaches. There was a call for UNFPA to be engaged in promoting universal health coverage and address the needs of ageing societies. One delegation cautioned the Fund to avoid engaging in coercive abortion as part of its sexual and reproductive health and family planning services.

63. In response, the Acting Executive Director thanked the Board for its renewed expression of condolence for the late UNFPA Executive Director, Dr. Babatunde Osotimehin, and stressed that the Fund was determined to pursue his vision laid out in the new strategic plan, 2018–2021. She expressed appreciation for the Board's close engagement with UNFPA in developing the new strategic plan, and their strong support for its mandate. She noted the calls to tailor UNFPA work to country-specific needs and welcomed the appeal for increased funding to core resources and pledges for multi-year funding. She recognized delegations' call for greater coherence, accountability, transparency and better risk management, and welcomed their emphasis on UNFPA partnerships as a driver of results. She assured the Board that the strategic plan was designed to reflect changing development and humanitarian conditions, while grounded in a results-based, rights-based approach, guided by the ICPD programme of action and the 2030 Agenda. UNFPA assistance in crisis and humanitarian settings (such as that besetting the Caribbean region under Hurricane Irma) was grounded in the new strategic plan.

64. She welcomed Board confirmation that core resources remained the bedrock of UNFPA universal presence in programme countries and vital for the viability of its strategic plan; the Fund would pursue and broaden innovative financing and partnerships to buttress its work. On population dynamics, UNFPA had gained Board support to assist countries in addressing the issue of ageing populations. She

underscored the Fund's commitment to treating fistula and making it a rare condition in developing countries. She welcomed delegations' concerns about the importance of rebalancing resources allocated to headquarters, regional and country budgets, and the crucial role the Fund played in bridging the humanitarian-development nexus and pursuing a rights-based approach. She stressed that UNFPA did not condone or engage in any programme of coercive abortion; its work was fully guided by the Programme of Action of the International Conference on Population and Development and internationally agreed human rights principles.

65. The Director, UNFPA Programme Division, highlighted that UNFPA had provided an additional allocation of financial resources to countries in the Caribbean region in response to Hurricane Irma. The allocation, made possible by a group of donors seeking to address the core/non-core imbalance, would ensure that country offices in the region continued to deliver effectively during the crisis period. Additional donor contributions went to the UNFPA Emergency Fund, which would allow for prepositioning of supplies to the region. The Fund would provide 6 per cent of all programme resources to support the region during the crisis. He assured delegations of the Fund's commitment to the national direction of UNFPA programmes of assistance. He noted that the challenge of ageing populations was reflected in the country programmes of countries seeking to address that issue; similarly, the new strategic plan laid out a specific approach to classifying each island along with a tailored implementation approach.

66. The Deputy Executive Director (Management) underscored the Fund's close working relationship and coordination with United Nations system partners and commitment to implementing coherence and reform principles laid out on the 2016 quadrennial review and Secretary-General's reform. Noting the challenges and complexity of change management, UNFPA was pursuing a timely, coherent, aligned change management process that optimized the opportunities the process promised. UNFPA would update the Board on its progress with change management at the first regular session 2018.

67. The Executive Board adopted decision 2017/23 on the UNFPA strategic plan, 2018–2021.

68. The Executive Board adopted decision 2017/24 on the UNFPA integrated budget, 2018–2021.

IX. UNFPA structured funding dialogue

69. The Acting Executive Director introduced the UNFPA report on contributions by Member States and others to UNFPA and revenue projections for 2017 and future years ([DP/FPA/2017/11](#)), and the Director, Communications and Strategic Partnerships, gave a presentation of the structured funding dialogue.

70. Delegations welcomed the idea of a funding compact and expressed full support for exploring the idea with UNFPA. It was suggested that the funding compact should be led by the Secretary-General, not individual United Nations organizations, in which case more details were needed on how UNFPA would align with the compact. Delegations stressed the importance of a well-funded UNFPA, especially through core resources, that would allow it to fulfil its normative and operational goals. Some pointed to the need for other, more flexible funding, in particular an inter-agency funding mechanism that gave United Nations organizations incentives to work together. Delegations encouraged the Fund to engage individually with a range of donors in the funding dialogue.

71. Delegations welcomed the usefulness of the online portal but sought details on gaps, including on spending, such as travel. It was noted that UNFPA financing reform should go hand-in-hand with efforts at governance reform. Delegations took the opportunity to announce increased funding pledges to UNFPA. One delegation requested that in future funding dialogues UNFPA specify which functions would be financed through core and other “neutral” sources of funding, indicating how system-wide activities would be financed, in accordance with the report on United Nations reform by the Secretary-General; it requested that future annual reports indicate how UNFPA had prioritized funding allocation within the strategic plan. There was a request for more details of the UNFPA financial situation so that Member States could have better understanding of gaps needed to be filled; such close interaction with Board members would help to build resilience in partnerships.

72. The President of the Executive Board welcomed the budget, noting it allowed the setting of more ambitious budget targets in the future. He stressed the need for Board members to better understand funding gaps, as that was a key element in UNFPA efforts to mobilize resources and for Board members to decide whether additional contributions were needed to support the strategic plan. The UNFPA effort to reduce the number of thematic funds was a useful step in determining budget gaps and priorities. Stressing the benefits of a broader donor base that included programme countries, he encouraged UNFPA to appeal to all Board members when mobilizing resources for core resources and to engage with all stakeholders in pursuing the proposed funding compact.

73. In response, the Director, Communications and Strategic Partnerships, noted that 95 per cent of UNFPA core resources were funded by 13 contributing Member States, part of which the Fund ultimately spent on fundraising activities. He appealed to Board members to work with UNFPA to reduce fundraising costs through the proposed funding compact, so more resources could be allocated to programme activities. He underlined the importance of donors committing and adhering to multi-year pledges. A remaining gap was that of mobilizing funding to core resources from programme countries, as they were concerned about the return on their investment. He affirmed that the contributions of programme countries to core resources guaranteed UNFPA presence, with its ensuing benefits, at the country level. It was not possible to ensure the Fund’s presence and drive results only from non-core resources. While the funding compact proposed by the Secretary-General focused on thematic funding and the UNFPA proposal was agency-specific, the two were not mutually exclusive, since the Fund’s thematic funding included many aspects of the Secretary-General’s proposal. He noted that a large proportion of UNFPA non-core resources came from inter-agency funding via joint programming, which the Secretary-General’s proposal would enhance. He drew attention to the 71 per cent gap against the target for humanitarian funding, while noting the proposed funding structure would help to address gaps more strategically through funding streams. He appealed to Board members to continue the funding dialogues during and between Board sessions.

74. The Acting Executive Director stated that UNFPA would work with the Board to determine the frequency and content of future structured funding dialogues. In the light of the defunding by one Member State, a significant proportion had been earmarked for the organization’s humanitarian fund; the Fund was working to replace these humanitarian funds to respond to crises and humanitarian situations. UNFPA efforts under the comprehensive resource review would continue to refine the budget picture to provide better understanding of gaps and funding streams. Consolidating gains and pursuing innovation would be major themes undergirding the Fund’s work throughout the strategic plan, 2018–2021. UNFPA would make itself ever more “funding worthy” through regular audits, enhanced accountability and transparency,

a cycle of monitoring and evaluation, sound management and better data collection and analysis.

75. The Executive Board adopted decision 2017/25 on the UNFPA structured funding dialogue.

X. Country programmes and related matters

76. The UNFPA Acting Executive Director provided an overview of the 20 country programmes presented for Board approval, including the subregional programme for the Pacific island countries, as well as the extensions of nine country programmes.

77. The Deputy Executive Director (Management) presented the country programmes for the Asia and the Pacific region for India, Myanmar, Nepal, Pakistan, Papua New Guinea, Sri Lanka and the subregional programme for the Pacific island countries. The UNFPA regional directors presented the country programmes for the Arab States, East and Southern Africa, Eastern Europe and Central Asia, Latin America and the Caribbean, and West and Central Africa — for Bolivia (Plurinational State of), Burkina Faso, Costa Rica, the Dominican Republic, Gabon, Guinea, Kyrgyzstan, Nigeria, Republic of Moldova, Somalia, Sudan, Ukraine and the State of Palestine, as well as the extensions of the country programmes for Burundi, the Democratic Republic of the Congo, Equatorial Guinea, Lesotho, Liberia, South Africa, South Sudan and the Syrian Arab Republic.

78. Board members expressed continued strong support for the Fund's assistance in the regions. Countries submitting their country programmes and country programme extensions for discussion and adoption by the Board underscored that UNFPA had developed the country programmes in close cooperation with their respective Governments, which fully supported UNFPA mandated activities in their countries in the areas of sexual and reproductive health and family planning. They confirmed that all 20 country programmes, including the subregional programme, were fully aligned with national priorities, as nationally defined, and the respective country United Nations Development Assistance Framework (UNDAF), and contributed to national achievement of the Sustainable Development Goals. All delegations affirmed that they were in the process of implementing the Goals and the 2030 Agenda with the support of UNFPA country and regional offices.

79. The Executive Board reviewed and approved, in accordance with its decision 2014/7, the country programmes documents for: Bolivia (Plurinational State of) (DP/FPA/CPD/BOL/6), Burkina Faso (DP/FPA/CPD/BFA/8), Costa Rica (DP/FPA/CPD/CRI/5), Dominican Republic (DP/FPA/CPD/DOM/6), Gabon (DP/FPA/CPD/GAB/7), Guinea (DP/FPA/CPD/GIN/8), India (DP/FPA/CPD/IND/9), Kyrgyzstan (DP/FPA/CPD/KGZ/4), Myanmar (DP/FPA/CPD/MMR/4), Nepal (DP/FPA/CPD/NPL/8), Nigeria (DP/FPA/CPD/NGA/8), Pakistan (DP/FPA/CPD/PAK/9), Papua New Guinea (DP/FPA/CPD/PNG/6), Republic of Moldova (DP/FPA/CPD/MDA/3), Somalia (DP/FPA/CPD/SOM/8), Sri Lanka (DP/FPA/CPD/LKA/9), Sudan (DP/FPA/CPD/SDN/9), Ukraine (DP/FPA/CPD/UKR/3) and State of Palestine (DP/FPA/CPD/PSE/6), and the subregional programme document for the Pacific island countries (DP/FPA/CPD/PIC/6).

80. The Board took note of the first one-year extensions of the country programmes for the Democratic Republic of the Congo, Equatorial Guinea, Lesotho, Liberia, South Sudan and the Syrian Arab Republic, and approved the 15-month extensions of the country programme for South Africa, and the third, one-year extension of the

country programme for Burundi and the third, two-year extension of the country programme for Yemen, as contained in document (DP/FPA/2017/13).

UNOPS segment

XI. Statement by the Executive Director and UNOPS strategic plan, 2018–2021

81. In her statement to the Board, the Executive Director, UNOPS, presented the UNOPS strategic plan, 2018–2021 (DP/OPS/2017/5 and annexes), the UNOPS biennial budget estimates, 2018–2021 (DP/OPS/2017/6 and annexes), the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) on UNOPS budget estimates, 2018–2021 (DP/OPS/2017/7) and the annual statistical report on the procurement activities of the United Nations system, 2016 (DP/OPS/2017/8). She stressed that the new strategic plan built on the mid-term review of the strategic plan, 2014–2017, and close consultations with the Executive Board and partners in and outside the United Nations. Aligned with UNOPS mandate, core competencies and the Sustainable Development Goals, the new strategy focused on implementation of crosscutting services in infrastructure, procurement, project management, human resources and financial management. Specifically, the new strategy strove toward three goals: (a) enabling more efficient management support services; (b) helping partners deliver more effective solutions through technical expertise; and (c) supporting broader efforts to realize the 2030 Agenda. UNOPS was at the forefront of innovation, liaising with innovation stakeholders and helping to set up innovation centres in many countries, focused on the revolutionizing power of technology.

82. The Executive Director highlighted that UNOPS strong finances helped to drive implantation of the new strategy. UNOPS was in constant process of reshaping, realigning and expanding its structure and services to meet stakeholders' demands, provide better service to the United Nations system, in particular system-wide peace and security programmes, and mitigate risks. UNOPS was committed to the United Nations system-wide drive for gender equality by 2030 and was taking action to address the underrepresentation of women in its operational global portfolio. The organization was keen to boost the quality and impact of its projects by collaborating closely with partners to ensure resilience. UNOPS had refined its approach to United Nations procurement to focus on sustainable procurement to make United Nations procurement more efficient. The new strategy underscored UNOPS commitment to improving procurement practices of programme countries and making United Nations procurement approaches more sustainable.

83. Board members expressed appreciation for the consultative process and constructive dialogue UNOPS organized in developing the strategic plan, 2018–2021. The plan defined a viable, strategic direction for UNOPS and built on its technical expertise and lessons learned. They encouraged UNOPS to continue to share its best practices and experience widely. They were pleased to note that the strategy was aligned with the 2030 Agenda, the 2016 quadrennial review and the Secretary-General's vision for reform. They were keen to see UNOPS contribute actively to realizing the reform agenda and to find new ways of collaborating with the United Nations system. They were pleased with its three-goals approach and adoption of the United Nations "global approach". They welcomed the strategic plan's focus on partnerships, especially with United Nations organizations, as a tool to boost efficiency and effectiveness, especially at the country level, as a window toward innovation and driver of prevention.

84. Delegations were pleased to see the new strategy highlight gender-sensitive approaches as part of UNOPS operational ambitions and stressed the importance of having women actively involved in UNOPS work on the ground and gender balance within the organization. That included a call for a human rights-based approach in its work. They encouraged UNOPS to continue to contribute to young people becoming agents of change and applauded its partnerships in that effort. Middle-income countries expressed appreciation for UNOPS support in providing services in sustainable project management, optimized and simplified procurement, and risk reduction. Delegations encouraged UNOPS to continue to act as a catalyst for government and private sector funding, strengthen its capacity to account for results, engage innovative funding approaches, and periodically revise its cost recovery and pricing policy.

85. Delegations welcomed UNOPS strong financial standing and excellence in transparency and supported the revenue target of zero for 2018–2019. They welcomed the transparency of its budget estimates provided in succinct format, which facilitated Board oversight. They requested analysis of the operational reserve in subsequent budget estimates and expected procurement standards to be aligned across the United Nations development system. There was a call for details on UNOPS investments to enhance processes and staff competencies, with an update in subsequent budget estimates. Delegations encouraged UNOPS to address the recommendation of the Advisory Committee on Administrative and Budgetary Questions on performance benchmarking and include detailed information in subsequent budget estimates. They stressed that UNOPS self-financing model could play a part in the Secretary-General's reform agenda. Board members strongly endorsed the strategic plan, 2018–2021, and looked forward to its adoption at the session.

86. In response, the Executive Director, UNOPS, assured the Board that UNOPS would continue to explore opportunities for greater collaboration with United Nations organizations. UNOPS was focused on system-wide implementation of the 2030 Agenda, but she stressed that the United Nations had to explore different avenues for achieving the Goals, including by collaborating with the private sector, sharing risk and driving innovation. Breakthrough technologies could play a key role in driving innovation for the benefit of those in need, at lower cost and greater impact. She highlighted UNOPS work to engage youth through gaming, music and animation, and noted UNOPS was pursuing new partnerships to build stronger resilience in infrastructure activities in support of its urban agenda. UNOPS would report back to the Board on its efforts in management reform and was committed to gender parity by 2030 internally and in programmes. UNOPS was actively seeking ways, structurally and with partners, to better serve small-island developing States and others on the frontlines of climate change. UNOPS was keen to have a secure operational reserve to ensure better risk management, along with a strong financial situation, transparency and proof of delivery of results on which partners could count.

87. The Executive Board adopted decision 2017/26 on the UNOPS strategic plan, 2018–2021.

88. The Executive Board adopted decision 2017/27 on the UNOPS budget estimates for the biennium, 2018–2021.

Joint segment

XII. Financial, budgetary and administrative matters

89. The Director, Bureau for Management Services, UNDP, introduced the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2017/1).

The Director, Office of Sourcing and Operations, UNDP, the General Counsel and Officer-in-Charge of the New York office, UNOPS, and the Chief, Procurement Services Branch, UNFPA, gave a presentation on report's focus areas and main conclusions from their organizational perspectives.

90. In the only intervention, one Board member sought clarity on whether the funds and programmes gave priority to local procurement sources (at national level), as a way of contributing to country programmes, before reverting to outside procurement sources.

91. In response, the Director, Office for Sourcing and Operations, UNDP, noted that UNDP worked closely with Governments to build national capacity for procurement using international standards. Procurement approaches differed among United Nations organizations and often depended on the item purchased. In line with UNDP procurement policy, local procurement depended on the category of items: 70 to 80 per cent of UNDP purchases were procured locally at the country level and any category below \$100,000 could be bought locally. Local firms had a comparative advantage in terms of pricing.

92. The Chief, Procurement Branch, UNFPA, noted that the Fund approached local procurement through its standard principles of fairness, transparency and timeliness, among others, as did the other United Nations organizations. Using local procurement generally had the benefits of speed. UNFPA especially used local procurement in its growing humanitarian settings where timeliness of delivery was key.

93. The Executive Board adopted decision 2017/28 on the annual statistical report on the procurement activities of United Nations system organizations, 2016.

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

94. The Acting Executive Director, UNFPA, and the Director, Bureau for Programme and Policy Support, UNDP, gave a joint presentation on the joint 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/2017/37-DP/FPA/2017/12](#)).

95. A group of delegations welcomed measures taken by UNDP and UNFPA to review and realign HIV/AIDS processes, linking them to cross-cutting issues and targeting those most in need, especially in the light of UNAIDS financial situation. They looked forward to seeing best practice examples showing accelerated resource mobilization efforts during the next Programme Coordinating Board meetings and future Board meetings.

96. The group expected UNAIDS to continue to align with United Nations organizations on the ground, as per the 2016 quadrennial review and ongoing United Nations system reform, which would require greater inter-agency operational and budgetary efficiency. They sought clarity on how UNDP, UNFPA and UNAIDS reporting mechanisms had been adjusted in the light of the revised UNAIDS budget, results and accountability framework. They had expected the report to be more results-oriented in its presentation.

97. The same group commended UNFPA and UNDP for mainstreaming gender equality, women's empowerment and sexual and reproductive health in their AIDS-related work, and strongly supported the UNFPA mandate to accelerate progress on the ICPD programme of action. They commended UNFPA and UNDP for their work

on health systems strengthening and using lessons learned from the global AIDS response in tackling broader health challenges.

98. Specifically on UNFPA, the group sought clarity on how the division of labour between UNFPA and UNAIDS co-sponsors would take place at the country level, based on comparative advantages. They looked forward to the Fund's role and next steps in operationalizing the Global Coalition of Prevention and welcomed UNFPA and UNAIDS efforts to put primary prevention back on the agenda.

99. Another delegation welcomed the UNAIDS initiative to establish the Global Review Panel. It strongly supported continued UNAIDS leadership in the global AIDS response and welcomed UNDP and UNFPA inclusion of their AIDS response and roles as co-sponsors within their new strategic plans, 2018–2021, and their alignment to the UNAIDS budget, results and accountability framework.

100. In response, the UNFPA Acting Executive Director affirmed that close alignment among United Nations organizations on the ground, in accordance with the 2016 quadrennial review, was a principle of joint programming. That included rapid, inclusive country assessments and reconfigurations and a differentiated typology. Noting that the organizations would ensure better results-oriented reporting in future, she underscored that fast-tracking was the main goal — so that 90 per cent of people were tested for the virus and, among positive, eligible people, 90 per cent would be on treatment, while 90 per cent of those on treatment would have suppressed and undetected HIV viral loads. On division of labour, partners focused on comparative advantages. On the Global Coalition of Prevention, that prevention assessments were planned for 10 countries by end 2017 and the zero draft of a road map would undergo country consultations. On primary prevention, the goal was to eliminate new infections, involving comprehensive sexuality education policy reform and attending to gender inequality and stigma.

101. The Senior Technical Adviser, UNFPA, referring to the programme's adolescent and youth component, said there were several coordination mechanisms with United Nations and external partners, where the Fund ensured interventions reached adolescent and youth without duplicating efforts. Expanding coordination beyond the United Nations had proven beneficial — the prevention working group was engaged in a similar effort regarding the two pillars, which included adolescent girls, young women and key populations to ensure coordination at all levels. A strong UNFPA pillar was the focus on safeguarding young people and ensuring their inclusion at the country level.

102. The Director, Bureau for Programme and Policy Support, UNDP, stressed that collaborative partnerships around broad development outcomes was a trademark of UNDP work going forward, as laid out in the strategic plan, 2018–2021, especially in the common chapter. UNDP results related to the United Nations budget, results and accountability framework would be reported against the monitoring and evaluation frameworks of the respective organizations' strategic plans, at the global and country levels, following indicators and targets of the Sustainable Development Goals, thereby allowing Member States to track progress. Noting UNDP commitment to capacity development of national partners with the aim of handing over programme management to national entities, he highlighted two points: (a) exiting a country precipitously for solely political reasons was counterproductive; and (b) fragile settings posed specific challenges to capacity building that forced UNDP to remain on the ground to provide essential services. On grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria, UNDP had transitioned out of its role as principle recipient in 26 countries, demonstrating its success in delivering with tangible results.

103. The Executive took note of the joint report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS ([DP/2017/37–DP/FPA/2017/12](#)).

XIV. Field visits

104. The rapporteur presented the report of the joint field visit of the Executive Boards of [UNDP/UNFPA/UNOPS](#), UNICEF, UN-Women and WFP to Nepal ([DP/FPA/OPS-ICEF-UNW-WFP/2017/CRP.1](#)), which was followed by a short film of the joint field visit. The Chief, Country Office Liaison and Coordination Division, Regional Bureau for Asia and the Pacific, UNDP, made a statement focusing on the importance of the joint field visit's timing and recommendations in the light of current United Nations reform efforts and the recent signing of the UNDAF for Nepal.

105. There were no interventions or comments from Board members on the joint field visit to Nepal.

106. The Executive Board took note of the report on the joint UNDP/UNFPA/UNOPS, UNICEF, UN-Women, WFP field visit to Nepal ([DP/FPA/OPS-ICEF-UNW-WFP/2017/CRP.1](#)).

XVI. Other matters

Address by the Chair of the [UNDP/UNFPA/UNOPS](#) and UN-Women Staff Council

107. In his statement to the Board, the Chair, [UNDP/UNFPA/UNOPS/UN-Women Staff Council](#), highlighted the strong working relationships and collaboration the council had with the management of the organizations. He underscored the Council's close working relationship with the new Secretary-General in his efforts to drive forward United Nations reform. He pointed to the importance of regular consultations with staff as an integral part of corporate decision-making. He reiterated ongoing staff concerns on a number of topics, including the importance for transparency, adherence to recruitment and management principles, appropriate contracts and compensation packages, performance management and career development and respect for the principles of the international civil service.

108. In their management responses, the Director, Bureau for Management Services, UNDP, the Director, Division for Human Resources, UNFPA, and the General Counsel and Director, Legal Group, UNOPS, underscored the good working relationships each organization had with the Staff Council and measures each was taking to address staff concerns. They recognized the critical importance of staff and the need for open, transparent engagement with the Council and welcomed its readiness to work with the organizations to address major challenges. They noted the Council's strategic, passionate position in deliberations on locally engaged staff compensation packages with the International Civil Service Commission and in other discussions with the United Nations Joint Pension Fund. Despite disagreements, the Council and the organizations shared a common vision to make the United Nations stronger.

109. The Executive Board took note of the statement by the Chair of the [UNDP/UNFPA/UNOPS/UN-Women Staff Council](#).

Part four
Special session 2017

**Held at United Nations Headquarters in New York
on 28 November 2017**

I. Organizational matters

1. The special session 2017 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters in New York on 28 November 2017.
2. The Executive Board approved the agenda and workplan for its special session 2017 ([DP/2017/L.4](#)).
3. Decisions adopted by the Executive Board at the special session 2017 appeared in document [DP/2018/3](#), which was available on the [Executive Board website](#).

UNDP segment

II and III. Statement by the Administrator and UNDP strategic plan, 2018–2021, including financial, budgetary and administrative matters

4. In his address to the Executive Board (available on the [Executive Board website](#)), the Administrator of UNDP highlighted that the intense effort, reflection and dialogue on how best to position UNDP in an ever-changing world had forged the new UNDP strategic plan, 2018–2021 ([DP/2017/38](#) and annexes). The plan's finalization and adoption marked a milestone in the collective efforts to reshape UNDP for the Sustainable Development Goals era. The new plan reflected the feedback and contributions of the Board as well as United Nations development system organizations, whose partnership was vital to the plan's success.

5. His address also included the UNDP integrated resources plan and integrated budget estimates, 2018–2021 ([DP/2017/39](#) and annexes) and the report of the Advisory Committee on Administrative and Budgetary Questions on the UNDP integrated resources plan and integrated budget estimates, 2018–2021 ([DP/2017/40](#)).

6. The Administrator underscored that the scale and pace of global changes had left United Nations system organizations struggling to keep up. The United Nations had been tasked with supporting the international community and countries in achieving the 2030 Agenda for Sustainable Development (General Assembly resolution [70/1](#)). The Secretary-General aimed to make the United Nations fit for purpose for this task through his new reform agenda, which UNDP fully supported. The Administrator stressed that the new plan responded boldly to the ambition of the Goals and was “reform ready”.

7. The new plan was responsive to the diversity of countries UNDP served and reflected three broad development objectives: eradicating poverty, structural transformations and building resilience. Its two new global and country level platforms would enable UNDP to deliver more effectively. And its six signature solutions, against which the organization would align its resources and expertise, would ensure real impact on poverty, governance, energy access, gender equality, resilience, and environmental sustainability. Innovation and dynamism were interwoven throughout the plan and, to enhance delivery, UNDP was reorganizing its business and operational models to make it more responsive, effective and cost-efficient.

8. Strong partnerships were at the heart of the new plan. UNDP would support countries in achieving the 2030 Agenda through revitalized partnerships with United Nations development system organizations. UNDP had a unique responsibility in uniting the United Nations development system to provide integrated, high quality support to countries, underpinned by United Nations values and the 2030 Agenda

principle of leaving no one behind. The Administrator stressed, however, that the 2030 Agenda was a “whole-of-society” effort that required an array of partners outside the United Nations system. The plan envisioned UNDP as an open platform for policy advice and service provision that convened partners and stakeholders in the public and private sectors and civil society.

9. The Executive Board welcomed the new strategic plan, 2018–2021, and expressed strong appreciation for the open, transparent consultative process UNDP conducted in the run up to the special session and the personal engagement of the Administrator throughout. They noted that the new strategic plan was aligned with the 2030 Agenda and the quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution [71/243](#)), and clearly defined the UNDP role within the system to support Sustainable Development Goals implementation.

10. Board members broadly agreed that that the new strategic plan was ‘reform ready’ in line with the vision of the Secretary-General and flexible for the repositioning and strengthening of the United Nations development system, set to begin in 2018. A few delegations pointed to the need for UNDP to hold regular consultations with the Board on the implications of United Nations repositioning. A number of delegations welcomed the UNDP approach to working with United Nations organizations and commended the inclusion in the new plan of a common chapter among UNDP, UNFPA, UNICEF and UN-Women, which they considered a step forward for coordination and joint work.

11. The Board strongly underscored the need for UNDP to pursue and strengthen partnerships at all levels and with all stakeholders, in particular with the international financial institutions, the private sector and other United Nations organizations, as crucial for achieving the 2030 Agenda and the Sustainable Development Goals. Delegations also stressed the need to bolster South-South cooperation and to make multi-stakeholder partnerships the standard approach at the country level.

12. A broad cross-section of delegations welcomed the plan’s prioritization of poverty eradication and the principle to leave no one behind as the ultimate purpose of UNDP support to countries, including least developed countries, small-island developing States and middle-income countries. Many delegations also stressed the importance of national ownership and leadership and demand-driven solutions tailored to national contexts.

13. Other Board members pointed to the importance of governance and the human rights-based approach to development and viewed the UNDP mandate within the larger context of conflict prevention, sustaining peace and resilience building, which they posited as the ultimate objectives of development. In this context, while some delegations showed strong support for the UNDP role in the humanitarian-development nexus, others expressed concern with the potential politicization of its work in conflict prevention. A broad cross-section of delegations supported the mainstreaming of gender equality across all UNDP programmes, while others, agreeing, also saw the benefits of a gender-focused outcome.

14. Decreased funding continued to be a major concern. Board members pointed to the ongoing imbalance between regular (core) and other (non-core) resources as a potential risk to the ability of UNDP to deliver on its mandate and the 2030 Agenda. Delegations called on Member States to abide by their funding commitments and, for those in a position to do so, to step up their contributions to core resources. Adequate, multi-year, stable core resources, it was noted, were the key to safeguarding the organization’s independence and objectivity. Board members encouraged UNDP to continue to seek ways in which to diversify its funding base. They suggested that

UNDP create more attractive incentives for both traditional and emerging donors by improving its visibility and better communicating results.

15. Overall, Board members were pleased with the integrated budget and its support for the new strategic plan. Some delegations, however, noted that the budget could benefit from better theories of change that linked the signature solutions to outputs and outcomes, which would help to translate the new plan and its signature solutions into actions at the regional and country levels. They looked forward to a UNDP workplan for engagement with the Board and regular updates on the improved link between results and resources in the midterm review. On budget-related topics, other delegations supported differentiated cost recovery rates for countries, especially for government cost-sharing, and the need to improve budget information and cost recovery practices in future. Delegations also welcomed the proposed improvements to the UNDP business model and looked forward to regular updates on its development. As part of that effort, there was a call for fewer, more focused and transformative programmes and for the strengthening of staff capacity and performance measurements.

16. In response, the Administrator emphasized the centrality of trust in the strategic plan — built on focus, accountability, transparency and continuous dialogue with the Board. It was especially important given the need to respond to an ever-changing development landscape. Trust would allow the Board and UNDP to take impactful decisions together. He reiterated UNDP commitment to leading United Nations system-wide coherence and taking a multidimensional approach to poverty that was demand-driven and responsive. UNDP looked forward to being a trailblazer in smart development solutions under the Board's guidance. He noted that UNDP had a specific mandate, in accordance with country demand, to address the governance and human rights focus of Goal 16, and was committed to working on gender as both a signature and a mainstreaming solution. UNDP would continue to work closely with the Board to improve its funding situation, the core/non-core imbalance, and financing for development, including through better communication and promoting the value of multilateralism. He reassured Board members that UNDP understood Board concerns on the organization's role in the humanitarian-development nexus, peace and security, which UNDP only engaged in through country demand. He noted the UNDP comparative advantages — including its size/scope, surge capacity, and non-sectoral specialization — were responsive and flexible to country demand, and, when combined with the work of other United Nations organizations, had a multiplier impact on the Goals. A more efficient and effective business model, he noted, would create the conditions for greater and better investments and confidence in UNDP.

17. The Executive Board adopted decision 2017/30 on the UNDP strategic plan, 2018–2021.

18. The Executive Board adopted decision 2017/31 on the UNDP integrated resources plan and integrated budget, 2018–2021.

Annex I

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2017/1

Expression of appreciation to Ms. Helen Clark, Administrator of the United Nations Development Programme, 2009–2017

The Executive Board

Noting with regret that Helen Clark will depart from her position as Administrator of the United Nations Development Programme, effective 19 April 2017,

Recognizing that Ms. Helen Clark has been a champion of development and institutional reform at UNDP since assuming the position of Administrator in 2009,

Acknowledging that her appointment at UNDP coincided with a sharp increase in volatility around the world in many areas, including the downturn in the global economy, increasing extreme weather events and disasters and refugee/migration challenges,

Recognizing Ms. Helen Clark's work to refocus and reform UNDP to make it a more modern organization able to meet these new challenges and thrive in a changing world,

Also recognizing Ms. Helen Clark's leadership to make UNDP the most transparent aid organization in the world and to make it a leaner, more focused and more efficient organization,

Acknowledging the work of Ms. Helen Clark to refocus UNDP under one vision: to help countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion,

Also acknowledging her work to provide the organization with the tools it needs to confront future challenges and to forge wide-ranging partnerships,

Further acknowledging the tireless drive of Ms. Helen Clark in the critical work of UNDP towards poverty eradication, as well as the progress made by UNDP in its crucial work on building countries' resilience to climate change, conflict and other crises so that sustainable development gains could be secured,

Recognizing with deep appreciation that Ms. Helen Clark made the 2030 Agenda for Sustainable Development and the Sustainable Development Goals the focus of UNDP programmes,

Acknowledging the efforts made by Ms. Helen Clark to advocate on behalf of the poor and vulnerable, particularly women, people living with HIV/AIDs and migrants and refugees,

Recognizing the commitment, dedication and leadership shown by Ms. Helen Clark in ensuring a strengthened, effective and efficient role for UNDP in the United Nations system and in strengthening the role of UNDP, particularly at the country level,

1. *Commends* Helen Clark for her effective management of the United Nations Development Programme from 2009 to 2017;
2. *Expresses its sincere gratitude* to Helen Clark for her outstanding leadership of UNDP in its contributions to four major conferences in 2015: the Third United Nations World Conference on Disaster Risk Reduction, held in Sendai, Japan; the Third International Conference on Financing for Development, held in Addis Ababa; the United Nations summit for the adoption of the post-2015 development agenda, held in New York; and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Paris;

3. *Extends its warmest good wishes* to Helen Clark for success in her future endeavours.

3 February 2017

2017/2

UNDP evaluation

The Executive Board

With regard to the evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption (DP/2017/4) and the management response thereto (DP/2017/5):

1. *Takes note* of the evaluation, and acknowledges its conclusion that UNDP has made a positive contribution to national efforts to reduce corruption and address the drivers of corruption in countries where UNDP is engaged in this issue;
2. *Encourages* UNDP to address corruption risks to development as recommended in the evaluation;
3. *Requests* UNDP to take the evaluation recommendations into account in the next strategic plan and future programming, including at the country level, where relevant;
4. *Encourages* UNDP to continue to strengthen national ownership and leadership on anti-corruption;

With regard to the evaluation of disability-inclusive development at UNDP (DP/2017/6) and the management response thereto (DP/2017/7):

5. *Takes note* of the evaluation, acknowledging its conclusions and recommendations and the management response from UNDP;
6. *Also takes note* of the finding that UNDP is well positioned to play a prominent role in supporting countries in implementation of the Convention on the Rights of Persons with Disabilities;
7. *Encourages* UNDP to ensure that, in its next strategic plan, support to countries on the disability aspects of development is given greater prominence, and that UNDP work in support of the 2030 Agenda for Sustainable Development recognizes the disability aspects of the Sustainable Development Goals;
8. *Underscores* the importance of incorporating reference to disability in the forthcoming updating of UNDP corporate strategies, in particular the gender equality strategy;
9. *Urges* UNDP to assess which of its facilities are not yet accessible to persons with disabilities and to take steps to adapt as many of them as possible, and to make a concerted effort to employ more persons with disabilities, in accordance with article 27 of the Convention on the Rights of Persons with Disabilities;
10. *Underscores* the importance of effective follow-up to the evaluation recommendations and requests UNDP to take them into account in future programming;

3 February 2017

2017/3

Evaluation of the pilot activities carried out under the UNDP direct budget support policy

The Executive Board

1. *Takes note* of the key evaluation findings from the two pilot projects in Burkina Faso and Nepal, as summarized in document [DP/2017/10](#);
2. *Recognizes* that a primary role of UNDP in sector budget support should be to support national capacity-building and policy development;
3. *Takes note* of the current and anticipated demand for UNDP engagement in sector budget support in the context of the 2030 Agenda for Sustainable Development, and emphasizes that such engagement should be on a limited basis and be based on a clearly expressed demand from the programme country;
4. *Recalls* Executive Board decision 2015/1, and encourages UNDP to continue to ensure that the specific fiduciary risks associated with these modalities are assessed, existing safeguards continue to be applied and improved on, and monitoring and audit processes are undertaken on a timely basis;
5. *Recommends* continuation of this funding mechanism as part of the options available to UNDP, on the basis of lessons learned from the evaluations noted in paragraph 1 above and relevant audits to date, subject to regular review by the Executive Board.

3 February 2017

2017/4

Thematic evaluation on UNFPA support to adolescents and youth (2008–2015)

The Executive Board

1. *Takes note* of the thematic evaluation on UNFPA support to adolescents and youth, 2008–2015 ([DP/FPA/2017/CRP.1](#)) and the management response ([DP/FPA/2017/CRP.2](#));
2. *Requests* UNFPA to take into account the recommendations of the evaluation in its strategic and operational response, and to include an update on progress at the annual session of 2018.

3 February 2017

2017/5

Reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors for 2015

The Executive Board

1. *Recognizes* the high-risk environments in which UNDP, UNFPA and UNOPS as well as their implementing partners operate, and requests the entities to continue to strengthen measures to prevent, detect and respond to fraud.

With regard to UNDP:

2. *Takes note* of the report ([DP/2017/11](#)) on the actions taken by UNDP and the United Nations Capital Development Fund (UNCDF) and the further actions planned to implement the recommendations of the Board of Auditors for the financial period that ended on 31 December 2015, as well as recommendations from prior years;
3. *Notes* the 2015 unqualified audit opinions issued by the United Nations Board of Auditors for both UNDP UNCDF;

4. *Takes note* of the progress made by UNDP in the final evaluation of the top eight audit-related priorities in 2014–2015;
5. *Supports* the ongoing efforts of UNDP management in addressing the revised top seven audit-related management priorities for the 2016–2017 biennium and in implementing the recommendations of the Board of Auditors for the year ended 31 December 2015;
6. *Encourages* UNDP to continue to strengthen programme management, oversight and reporting, including by improving programme quality and active risk management, in particular at the country level, and to monitor the effectiveness of measures taken in that regard;
7. *Also encourages* UNDP to continue its efforts to enhance oversight and management of implementing partners, including ensuring compliance with UNDP policies and procedures, and assurance requirements, and urges UNDP to closely monitor implementation of the revised harmonized approach to cash transfers framework;
8. *Further encourages* the continued efforts of UNDP to uncover and prevent procurement irregularities and other fraudulent practices and improve actions for recovery of funds, and underscores the importance of protecting whistle-blowers and ensuring that whistle-blower protections are both robust and well known to all staff members;

With regard to UNFPA:

9. *Takes note* of the report (DP/FPA/2017/1) on the actions taken by UNFPA and the new measures planned by the organization for timely implementation of the recommendations of the Board of Auditors for the financial period that ended on 31 December 2015;
10. *Notes* the 2015 unqualified audit opinion issued by the Board of Auditors;
11. *Encourages* UNFPA to continue improving its internal control systems, especially with regard to risk management, including the need to develop risk mitigation strategies globally and at the country level;

With regard to UNOPS:

12. *Takes note* of the report (DP/OPS/2017/1) on the progress in the implementation of the various recommendations made for the year ended 31 December 2015 and the efforts currently in progress to ensure that the remaining recommendations are successfully implemented;
13. *Notes* the overall conclusion of the Board of Auditors that UNOPS has increased value of project implementation at an average of 14 per cent per year since 2012, despite the challenging environment in which it operates, and encourages UNOPS to continue to enhance its risk and compliance framework, including analysing and managing the risk exposure of projects;
14. *Acknowledges* that because the recommendations were issued to UNOPS towards the end of July 2016 and because many of them require long-term attention, UNOPS will need to work beyond the financial year 2016 to implement them successfully.

3 February 2017

2017/6**Elaboration of the UNDP strategic plan, 2018–2021***The Executive Board*

1. *Welcomes* the preparatory work done and the various informal meetings with the Executive Board on the process of elaboration of the UNDP strategic plan, 2018–2021;
2. *Requests* UNDP to engage constructively with UNFPA, the United Nations Children’s Fund (UNICEF) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to ensure a coherent approach of the four strategic plans (UNDP, UNFPA, UNICEF, UN-Women);
3. *Also requests* UNDP, in line with General Assembly resolution [71/243](#) of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to elaborate in its strategic plan on how it plans to engage in coherent and integrated support, as called for in the 2030 Agenda for Sustainable Development, and, in this regard, further requests UNDP to work collaboratively with UNFPA, UNICEF and UN-Women on the development of a specific chapter in its strategic plan, outlining a common approach in supporting Member States towards the implementation of the 2030 Agenda, in accordance with each entity’s mandate;
4. *Encourages* UNDP to collaborate with UNFPA, UNICEF and UN-Women to continue to harmonize their approaches to results reporting on their strategic plans, which, inter alia, will help to capture their contributions to collective outcomes;
5. *Requests* UNDP to provide all relevant documents at least 10 days prior to any consultation.

3 February 2017

2017/7**Elaboration of the UNFPA strategic plan, 2018–2021***The Executive Board*

1. *Welcomes* the preparatory work done and the various informal meetings with the Executive Board on the process of elaboration of the UNFPA strategic plan, 2018–2021;
2. *Requests* UNFPA to engage constructively with UNDP, the United Nations Children’s Fund (UNICEF) and United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to ensure a coherent approach of the four strategic plans (UNDP, UNFPA, UNICEF, UN-Women);
3. *Also requests* UNFPA, in line with General Assembly resolution [71/243](#) of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to elaborate in its strategic plan on how it plans to engage in coherent and integrated support, as called for in the 2030 Agenda for Sustainable Development, and, in this regard, further requests UNFPA to work collaboratively with UNDP, UNICEF and UN-Women on the development of a specific chapter in its strategic plan, outlining a common approach in supporting Member States towards the implementation of the 2030 Agenda, in accordance with each entity’s mandate;
4. *Encourages* UNFPA to collaborate with UNDP, UNICEF and UN-Women to continue to harmonize their approaches to results reporting on their strategic plans, which, inter alia, will help to capture their contributions to collective outcomes;

5. *Requests* UNFPA to provide all relevant documents at least 10 days prior to any consultation.

3 February 2017

2017/8

Overview of decisions adopted by the Executive Board at its first regular session 2017

The Executive Board

Recalls that during its first regular session 2017, it:

Item 1

Organizational matters

Elected the following members of the Bureau for 2017:

President: Mr. Ib Petersen (Denmark)
 Vice-President: Mr. Omar Annakou (Libya)
 Vice-President: Mr. Talal Aljamali (Yemen)
 Vice-President: Ms. Laura Elena Flores Herrera (Panama)
 Vice-President: Ms. Carolina Popovici (Republic of Moldova)

Adopted the agenda and approved the workplan for its first regular session 2017 ([DP/2017/L.1](#));

Approved the report of the second regular session 2016 ([DP/2017/1](#));

Adopted the annual workplan of the Executive Board for 2017 ([DP/2017/CRP.1](#));

Approved the tentative workplan for the annual session 2017;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2017:

Annual session: 30 May to 9 June 2017
 Second regular session: 5 to 11 September 2017

UNDP segment

Adopted decision 2017/1, expression of appreciation to Ms. Helen Clark, Administrator of the United Nations Development Programme, 2009–2017;

Item 2

UNDP country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7:

Africa: Botswana ([DP/DCP/BWA/2](#)); Chad ([DP/DCP/TCD/3](#));

Latin America and the Caribbean: Haiti ([DP/DCP/HTI/3](#));

Item 3

Evaluation

Adopted decision 2017/2 on the evaluation of the UNDP contribution to anti-corruption and addressing drivers of corruption and management response; and the evaluation of disability-inclusive development at UNDP and management response;

Item 4
Financial, budgetary and administrative matters

Adopted decision 2017/3 on the evaluation of the pilot activities carried out under the direct budget support policy;

UNFPA segment

Item 5
UNFPA: Country programmes and related matters

Approved the following UNFPA country programmes in accordance with decision 2014/7:

Botswana ([DP/FPA/CPD/BWA/6](#)); and Haiti ([DP/FPA/CPD/HTI/6](#));

Approved the second one-year extension of the country programme for Somalia ([DP/FPA/2017/3](#));

Item 6
Evaluation

Adopted decision 2017/4 on the thematic evaluation on UNFPA support to adolescents and youth (2008–2015);

UNOPS segment

Heard the UNOPS Executive Director give a statement;

Joint segment

Item 8
Recommendations of the Board of Auditors

Adopted decision 2017/5 on the recommendations of the Board of Auditors, related to the following reports: UNDP and United Nations Capital Development Fund (UNCDF): Report on the implementation of the recommendations of the Board of Auditors, 2015 ([DP/2017/11](#)); UNFPA: Follow-up to the report of the United Nations Board of Auditors for 2015: Status of implementation of recommendations ([DP/FPA/2017/1](#)); and UNOPS: Report on the implementation of the recommendations of the Board of Auditors for 2015 ([DP/OPS/2017/1](#));

Item 9
Follow-up to the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board Meeting

Took note of the report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS ([DP/2017/12–DP/FPA/2017/2](#));

Item 10
Other matters

Adopted decision 2017/6 on the elaboration of the UNDP strategic plan, 2018–2021.

Adopted decision 2017/7 on the elaboration of the UNFPA strategic plan, 2018–2021.

Also held the following briefings, informal consultations and special events:

UNDP

Briefing on the road map to the UNCDF strategic framework, 2018–2021;

Briefing on the UNDP strategic plan, 2018–2021;

Briefing on the road map to the United Nations Volunteers Strategic Framework, 2018–2021;

UNFPA

Briefing on the UNFPA strategic plan, 2018–2021;

Briefing on UNFPA humanitarian response funding;

Special event: Data systems within the framework of the Sustainable Development Goals.

3 February 2017

2017/9**Special session 2017***The Executive Board*

In accordance with Rule 1, paragraph 3 of the Rules of Procedure of the Executive Board, decides to convene a special session in November 2017 for the purpose of considering and adopting the UNDP strategic plan and integrated budget for the period 2018–2021.

8 June 2017

2017/10**Cumulative review of the UNDP strategic plan, 2014–2017 and annual report of the Administrator***The Executive Board*

1. *Takes note* of the cumulative review of the third year of implementation of the strategic plan, 2014–2017 (document [DP/2017/15](#)) and its annexes;
2. *Also takes note* of the enhanced analysis introduced by UNDP to identify reasons behind lower performance and report lessons learned as well as measures taken to improve identified weaknesses during the implementation of the strategic plan;
3. *Further takes note* of the additional analysis provided in annex I presenting results achieved to date against the final 2017 targets by output;
4. *Urges* UNDP to accelerate progress and meet the 2017 targets as set out in the integrated results and resources framework for all development and institutional effectiveness outputs;
5. *Requests* UNDP to incorporate the lessons learned from the relevant analyses of performance under the current strategic plan, including the assessment of UNDP institutional effectiveness and the evaluation of the strategic plan itself, in the formulation of the new strategic plan, and urges UNDP to strengthen outputs, outcome and impact indicators in consultation with programme implementing units in the organization;
6. *Recognizes* the inter-agency efforts made to harmonize the report card methodology and format, and requests UNDP to continue consultations with United Nations funds and programmes for further alignment of reporting;

7. *Urges* UNDP to continue to align its results architecture with the Sustainable Development Goals framework, in coordination with other United Nations funds and programmes, to help measure performance in supporting implementation of the 2030 Agenda;
8. *Requests* UNDP to include in its future annual reports information on the development context of countries while reporting on strategic plan outputs;
9. *Welcomes* the annual report of the Administrator on the implementation of the UNDP gender equality strategy in 2016 and the achievements in this regard;
10. *Expresses concern* that UNDP is not meeting all its benchmarks for projects that have gender equality as a principal objective, and encourages UNDP to take necessary corrective measures in this regard;
11. *Notes* that the inclusion of gender equality results and indicators in the present strategic plan and integrated results and resources framework, as well as the gender equality strategy, have been useful to advance UNDP work on gender equality and women's empowerment, and requests UNDP to incorporate lessons learned from the implementation of the current gender equality strategy in the next strategic plan and integrated results and resources framework to further advance gender equality and women's empowerment.

8 June 2017

2017/11

Cumulative review of the UNDP integrated budget, 2014–2017

The Executive Board

1. *Takes note* of the cumulative review of the integrated budget, 2014–2017 (document [DP/2017/16](#)) and its annexes;
2. *Recalls* Executive Board decision 2015/16 which emphasized that regular resources are the bedrock of UNDP and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and in this regard, encourages UNDP to further mobilize these resources while continuing to mobilize other resources to respond to the needs of all programme countries, particularly the poorest and most vulnerable;
3. *Expresses concern* about the negative effects of decreased funding, particularly on the UNDP capacity for programmatic activities, development effectiveness and provision of technical advisory services to country offices;
4. *Emphasizes* the need for UNDP to continue to improve transparency in the use of resources to achieve programme results and to enhance organizational effectiveness and efficiency, and requests UNDP to present in its future financial planning and reports a higher level of detail on the way regular (core) resources are attributed and used, inter alia with regard to staff costs, programming arrangements, programmatic budget lines, oversight functions, development effectiveness and the special purpose activities budget line;
5. *Acknowledges* progress made by UNDP in cost alignment through implementation of the cost-recovery policy, notes that UNDP should make further progress, and encourages UNDP contributors to adhere to the aspects of the cost-recovery policy approved by the Executive Board in decision 2013/9;
6. *Recalls* decision 2013/9 in which the Executive Board requested UNDP to recommend adjustments to the approved cost-recovery rates, as required, to be presented at the 2016 annual session of the Executive Board, notes that this process has been delayed, and requests UNDP, together with UNFPA, UN-Women and

UNICEF, to continue the consultations with Member States with regard to the cost-recovery policy and to present evidence-based proposals for harmonized cost-recovery policies of UNDP, UNFPA, UN-Women and UNICEF, with adjustments if required, for consideration by the respective Executive Boards no later than their annual sessions in 2018;

7. *Also recalls* decision 2016/5, and requests UNDP to incorporate relevant lessons learned from the integrated budget, 2014–2017, inter alia, with regard to results-based budgeting, in the preparation of the integrated budget for 2018–2021;

8. *Requests* that UNDP provide details on all relevant funding sources, including regular resources and, for informational purposes, other resources, in the development of the next integrated budget.

8 June 2017

2017/12

UNDP evaluation

The Executive Board

With regard to the annual report on evaluation, 2016 (document DP/2017/20):

1. *Takes note* of the summary and of the full annual report;
2. *Requests* UNDP to address the issues raised in the annual report and its UNDP management response;
3. *Approves* the 2017 proposed budget, requests that the Independent Evaluation Office budget reach 0.2 per cent of the UNDP budget, as stipulated in the UNDP evaluation policy, and approves the workplan for the Independent Evaluation Office for 2017;
4. *Requests* UNDP to further advance collaboration and joint evaluation work with other United Nations entities, especially United Nations funds and programmes;
5. *Encourages* UNDP management to work with the Independent Evaluation Office to continue its efforts to strengthen the quality and process of decentralized evaluations and to use the evaluations as learning and knowledge management tools to enhance future programmes;

With regard to the joint assessment of the institutional effectiveness of UNDP (document DP/2017/21) and the management response thereto (document DP/2017/22):

6. *Takes note* of the assessment, which is a collaborative joint effort of the Independent Evaluation Office and the Office of Audit and Investigations, its conclusions and recommendations, and the response from UNDP management;
7. *Notes* that the inclusion of organizational effectiveness and efficiency results and indicators in the strategic plan, 2014–2017 and integrated results and resources framework has been useful to advance organizational effectiveness and efficiency and to inform the Executive Board on progress in this regard;
8. *Requests* UNDP to implement the recommendations of the assessment, taking into account its findings and conclusions, and to draw lessons learned when developing the strategic plan, 2018–2021, and to include effectiveness and efficiency results indicators in the plan and the integrated results and resources framework, 2018–2021, to ensure adequate monitoring and evaluation of programmes, especially at the country level;
9. *Also requests* that UNDP continue its efforts to improve organizational effectiveness and efficiency by: (a) utilizing theories of change to underpin

programming; strengthening results-based reporting; strengthening learning and knowledge management; strengthening a culture of learning; and improving transparency and accountability throughout the organization at all levels; and (b) assessing staffing, capacities and resources at regional centres and hubs, including their financial sustainability, to optimize the working model and knowledge management between the headquarters, regional and country levels;

With regard to the evaluation of the strategic plan to be presented to the Executive Board at its second regular session 2017,

10. *Requests* the Independent Evaluation Office to ensure the timely publication of the evaluation of the UNDP Strategic plan, Global Programme and Regional Programmes, 2014–2017, in order for the evaluation to be considered by the Executive Board at the second regular session in September 2017, in the context of developing the new strategic plan;

11. *Requests* that UNDP build on lessons learned from the current Strategic plan and Integrated Results and Resources Framework, 2014–2017, and the findings, conclusions and recommendations of relevant evaluations and the joint assessment of the institutional effectiveness of UNDP when developing the strategic plan and integrated results and resources framework, 2018–2021.

8 June 2017

2017/13

United Nations Capital Development Fund: integrated annual report on results for 2016 and cumulative report on the strategic framework, 2014–2017

The Executive Board

1. *Takes note* of the results achieved by the United Nations Capital Development Fund (UNCDF) in 2016;
2. *Notes* that the cumulative review of its strategic framework, 2014–2017, confirms the continued strong performance of UNCDF against set targets;
3. *Also notes* however the negative impact of the shortfall in regular resources on the UNCDF country presence, innovation space, and capital investment flexibility;
4. *Expresses concern* that regular resources remain short of the \$25 million per year target agreed in the strategic framework, and notes with concern that, as a result, the number of least developed countries supported by UNCDF is at risk of further decline;
5. *Welcomes* the steps taken to prepare the next UNCDF strategic framework, 2018–2021, in a consultative manner with the Board; and welcomes that as part of that process UNCDF has been developing results-to-resources scenarios to clarify the choices that can drive the UNCDF business and funding model in the future;
6. *Calls on* Member States in a position to do so to contribute to UNCDF regular resources to ensure that it can reach the target of \$25 million per year in regular resources;
7. *Recognizes* the strategic positioning of UNCDF in the current financing for development landscape and the strong relevance of UNCDF innovations and “last mile” finance models in catalysing additional resources into the least developed countries, and to that end encourages UNCDF to continue optimizing its financial toolbox through its effective use of grants, loans, and guarantees.

8 June 2017

2017/14

Annual report of the UNFPA Executive Director: progress made in implementing the strategic plan, 2014–2017

The Executive Board

1. *Takes note* of the documents that make up the report of the Executive Director, DP/FPA/2017/4 (DP/FPA/2017/4 (Part I), DP/FPA/2017/4 (Part I/Add.1) and DP/FPA/2017/4 (Part II)), including the relevant annexes available on the UNFPA website;
2. *Notes with appreciation* the progress achieved in implementing the results frameworks of the UNFPA strategic plan, 2014–2017;
3. *Requests* that UNFPA take into account the findings and conclusions of and build on and integrate lessons learned from the current strategic plan and integrated results and resources framework for 2014–2017, and the findings, conclusions and recommendations of relevant evaluations, including the evaluation of the architecture supporting the operationalization of the UNFPA strategic plan, 2014–2017, when developing the strategic plan and integrated results and resources framework for 2018–2021;
4. *Requests* UNFPA management to provide an oral update to the Executive Board, at its second regular session 2017, and also to report, at its annual session 2018, on the implementation of the seven recommendations of the evaluation of the architecture supporting the operationalization of the UNFPA strategic plan, 2014–2017;
5. *Recognizes* the inter-agency efforts made to harmonize the report methodology and format, and requests UNFPA to continue consultations with United Nations funds and programmes for further alignment of reporting;
6. *Urges* UNFPA to continue to align its results architecture with the Sustainable Development Goals framework, in coordination with other United Nations funds and programmes, to help measure performance in supporting implementation of the 2030 Agenda;
7. *Requests* UNFPA to include in its future annual reports a more detailed analysis and reflection on the challenges and lessons learned per outcome area and on the collaboration and coordination within the United Nations system;
8. *Encourages* UNFPA in its future annual reports to include a more detailed analysis of the results achieved with regular (core) resources;
9. *Expresses concern* about the negative effects of decreased funding on achieving the outputs of the strategic plan, and, in this regard, requests UNFPA, to further explore incentives and mechanisms to encourage donor countries and other countries in a position to do so to increase and prioritize regular resources contributions to facilitate a shift to less restricted other resources, aligned to the strategic plan, and to broaden the donor base and attract new sources of funding, including through new approaches to resource mobilization and new forms of support from diversified sources;
10. *Welcomes* the different efficiency measures implemented by UNFPA management, and urges UNFPA to build on its efforts in this regard;

In relation to the development of the integrated budget, 2018–2021:

11. *Emphasizes* the need for UNFPA to continue to improve transparency in the use of resources to achieve programme results and to enhance organizational effectiveness and efficiency, and requests UNFPA to present in its future financial planning and reports a higher level of detail on the way regular (core) resources are attributed and used;
12. *Acknowledges* progress made by UNFPA in cost alignment through implementation of the cost-recovery policy, notes that UNFPA should make further progress, and encourages UNFPA contributors to adhere to the aspects of the cost-recovery policy approved by the Executive Board in decision 2013/9;
13. *Recalls* decision 2013/9, in which the Executive Board requested UNFPA to recommend adjustments to the approved cost-recovery rates, as required, to be presented at the 2016 annual session of the Executive Board, notes that this process has been delayed, and requests UNFPA, together with UNDP, UNICEF and UN-Women, to continue the consultations with Member States with regard to the cost-recovery policy and to present evidence-based proposals for harmonized cost-recovery policies of UNDP, UNFPA, UNICEF and UN-Women, with adjustments, if required, for consideration by the respective Executive Boards no later than their annual sessions in 2018.

8 June 2017

2017/15

UNFPA evaluation

The Executive Board

1. *Takes note* of the present report on the evaluation function at UNFPA ([DP/FPA/2017/5](#));
2. *Also takes note* of the Evaluation Office workplan for 2017 (annex I);
3. *Reaffirms* the role played by the evaluation function at UNFPA and underscores the importance of high-quality independent evaluation evidence in supporting the new UNFPA strategic plan, 2018–2021, and contributing to the implementation of the 2030 Agenda for Sustainable Development;
4. *Encourages* UNFPA management to work with the Evaluation Office to continue its efforts to strengthen the implementation rate and coverage of decentralized evaluations and to use the evaluations as learning and knowledge management tools to enhance future programmes;
5. *Requests* UNFPA to further advance collaboration and joint evaluation work with other United Nations entities, especially United Nations funds and programmes;
6. *Also requests* the Evaluation Office to present a revision of the current quadrennial evaluation plan, focusing on the remaining period (2018–2019), and propose the inclusion of 2020–2021 in the plan, aligning it with the forthcoming UNFPA strategic plan, 2018–2021;
7. *Further requests* a report on the state of the evaluation function at UNFPA in 2018.

8 June 2017

2017/16

Annual report of the UNOPS Executive Director

The Executive Board

1. *Recognizes* the contributions of UNOPS to the operational results of Governments, the United Nations and other partners in 2016, through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;
2. *Takes note* of the progress made in advancing the potential for facilitating partnerships for social impact investments in the areas of the UNOPS mandate;
3. *Acknowledges* efforts made to enhance reporting on the contributions of UNOPS to partners' sustainable results, including the pursuit of best practices and recognized standards;
4. *Welcomes* the progress made in implementing the UNOPS strategic plan, 2014–2017, as calibrated through the midterm review, which reconfirms the viability of its unique demand-driven business model and establishes strong foundations for UNOPS to support Member States' achievement of the 2030 Agenda;
5. *Also welcomes* the UNOPS annual report on the recommendations of the Joint Inspection Unit and the considerable progress made in implementing recommendations of relevance to UNOPS.

8 June 2017

2017/17

Reports of UNDP, UNFPA and UNOPS on internal audit and investigations

The Executive Board

1. *Welcomes* the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2016;
2. *Notes* the efforts to implement outstanding audit recommendations from previous reports, and calls for further improvement;
3. *Recalls* decision 2016/13, in which the Board expressed concern about recurring weaknesses for both UNDP and UNFPA related to programme management, procurement, governance and financial management, notes that similar challenges have been identified in the 2016 reports, and underscores the urgent need to intensify efforts to address these issues;
4. *Takes note with concern* of the “partially satisfactory” rating for 2016 in the opinions on the governance, risk management and control frameworks of UNDP and UNFPA, and urges UNDP and UNFPA to prioritize action to address the findings and recommendations on their respective governance, risk management and control frameworks;

With regard to UNDP:

5. *Takes note* of the report on internal audit and investigations ([DP/2017/26](#));
6. *Takes note with appreciation* of the annual report of the Audit and Evaluation Advisory Committee;
7. *Requests* management to continue to strengthen the internal audit and investigation oversight of UNDP in all areas, including procurement, programme management, financial management and fraud detection;

8. *Expresses particular concern* that weaknesses in procurement management have become a recurring issue in the audit reports, and expects UNDP to rectify this in a more thorough and strategic manner;
9. *Welcomes* the establishment by UNDP of a cross-functional task force to increase the rate of recovery of defrauded assets and the improvement in recovery of funds, and urges UNDP to further its efforts in this matter;
10. *Requests* management to provide regular updates on recovery of assets, including recovery trends, to the Executive Board at its annual session;

With regard to UNFPA:

11. *Takes note* of the report on internal audit and investigation activities of the UNFPA Office of Audit and Investigation Services (DP/FPA/2017/6), the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the UNFPA framework of governance, risk management and control (DP/FPA/2017/6/Add.1), the annual report of the Audit Advisory Committee (DP/FPA/2017/6/Add.2), and the management response (DP/FPA/2017/CRP.4) thereto and to the present report;
12. *Expresses its continuing support* for the audit and investigation functions at UNFPA, and for the provision of appropriate and sufficient resources to discharge their mandate, including by filling all vacancies in the Office of Audit and Investigation Services with competent personnel;
13. *Notes* the Audit Advisory Committee's concern regarding delays in the audit process, and urges UNFPA management to facilitate the audit process in a timely manner;
14. *Acknowledges and supports* the engagement of the Office of Audit and Investigation Services in joint audit and investigation activities;

With regard to UNOPS:

15. *Takes note* of the annual report of the Internal Audit and Investigations Group for 2016 and the management response thereto;
16. *Also takes note* of the progress made in implementation of audit recommendations, including those that are more than 18 months old;
17. *Further takes note* of the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the organization's framework of governance, risk management and control (in line with Executive Board decision 2015/13);
18. *Takes note* of the annual report of the Audit Advisory Committee for 2016 (in line with Executive Board decision 2008/37).

8 June 2017

2017/18

Reports of the ethics offices of UNDP, UNFPA and UNOPS

The Executive Board

1. *Welcomes* the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2017/27, DP/FPA/2017/7 and DP/OPS/2017/4);
2. *Urges* UNDP, UNFPA and UNOPS to continue to provide adequate resources to their ethics offices to ensure that they can carry out their work effectively;
3. *Encourages* UNDP, UNFPA and UNOPS and their respective ethics offices to continue efforts to ensure that ethics remains a guiding force in their business operations;

With regard to UNDP:

4. *Notes* the progress made by the UNDP Ethics Office in strengthening the ethical culture in UNDP, including training, raising ethics awareness and protection against retaliation;
5. *Also notes* the successful implementation in 2016 of all prior open UNDP Ethics Office management recommendations and the overall improvement in responses to ethics-related questions in the latest UNDP general staff survey;

With regard to UNFPA:

6. *Notes* the progress of the work of the UNFPA Ethics Office, and takes note of its recommendations made to management.

8 June 2017

2017/19

Overview of decisions adopted by the Executive Board at its annual session 2017

The Executive Board

Recalls that during its annual session 2017, it:

Item 1

Organizational matters

Adopted the agenda and approved the workplan for its annual session 2017 ([DP/2017/L.2](#));

Approved the report of the first regular session 2017 ([DP/2017/13](#));

Approved the tentative workplan for the second regular session 2017;

Adopted decision 2017/9 in which it decided to convene a special session in November 2017 for the purpose of considering and adopting the UNDP strategic plan and integrated budget for the period 2018–2021;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2017:

Second regular session:	5 to 11 September 2017
Special session:	November 2017.

UNDP segment

Item 2

Annual report of the Administrator

Adopted decision 2017/10 on the cumulative review of the UNDP strategic plan, 2014–2017 and annual report of the Administrator.

Item 3

Financial, budgetary and administrative matters

Adopted decision 2017/11 on the cumulative review of the UNDP integrated budget, 2014–2017.

Item 4
UNDP strategic plan, 2018–2021

Heard presentations and commented on the zero draft of the strategic plan ([DP/2017/CRP.2](#)) and integrated results and resources framework for 2018–2021.

Item 5
Gender equality at UNDP

Took note of the annual report on the implementation of the UNDP gender equality strategy in 2016 ([DP/2017/18](#)).

Item 6
Human Development Report

Took note of the update on consultations on the Human Development Report.

Item 7
Country programmes and related matters

Approved the following country programme in accordance with decision 2014/7: Cameroon ([DP/DCP/CMR/3](#));

Took note of the first one-year extensions of the country programmes for Lesotho and Liberia, already approved by the Administrator ([DP/2017/19](#));

Approved the second one-year extension of the country programme for Burundi ([DP/2017/19](#)).

Item 8
Evaluation

Adopted decision 2017/12 on the annual report on evaluation, 2016 and the joint assessment of the institutional effectiveness of UNDP and management response.

Item 9
United Nations Capital Development Fund

Adopted decision 2017/13 on the UNCDF integrated annual report on results for 2016 and cumulative report on the strategic framework, 2014–2017.

UNFPA segment

Item 10
Annual report of the UNFPA Executive Director

Adopted decision 2017/14 on the annual report of the UNFPA Executive Director: progress made in implementing the strategic plan, 2014–2017.

Item 11
UNFPA evaluation

Adopted decision 2017/15 on UNFPA evaluation.

Item 12
UNFPA strategic plan, 2018–2021

Heard presentations and commented on the draft UNFPA strategic plan, 2018–2021 ([DP/FPA/2017/CRP.6](#)) and related annexes.

Item 13
UNFPA country programmes and related matters

Approved, in accordance with decision 2014/7, the UNFPA country programme for Cameroon ([DP/FPA/CPD/CMR/7](#));

Took note of the one-year extension for the UNFPA country programme for Nicaragua ([DP/FPA/2017/8](#)).

UNOPS segment

Item 14
United Nations Office for Project Services

Adopted decision 2017/16 on the annual report of the Executive Director.

Joint segment

Item 15
Internal audit and oversight

Adopted decision 2017/17 on the reports of UNDP, UNFPA and UNOPS on internal audit and investigations.

Item 16
Reports of the ethics offices of UNDP, UNFPA and UNOPS

Adopted decision 2017/18 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Also held the following briefings, informal consultations and special events:

UNDP

Briefing on the preliminary findings and conclusions of the evaluation of the UNDP strategic plan, 2014–2017, and Global and Regional Programmes, and preliminary management response;

Briefing on the early findings of the evaluation of the United Nations Volunteers programme (UNV) strategic framework 2014–2017 results, and the UNV strategic framework, 2018–2021;

Briefing on the UNCDF strategic framework, 2018–2021;

Informal consultation on the UNDP integrated budget, 2018–2021;

UNFPA

Tribute to the late Dr. Babatunde Osotimehin, Executive Director of UNFPA;

Informal consultation on the UNFPA integrated budget, 2018–2021.

8 June 2017

2017/20
UNDP structured funding dialogue

The Executive Board

1. *Takes note* of the annual review of the financial situation, 2016 ([DP/2017/30](#) and [DP/2017/30/Add.1](#)) and the report on the status of regular funding commitments to UNDP and its funds and programmes for 2017 and onwards ([DP/2017/31](#));

2. *Emphasizes* that regular resources, because of their untied nature, are the bedrock of UNDP and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and in this regard, reiterates the need for UNDP to address, on a continuous basis, the imbalance between core/regular and non-core/other resources, while continuing to mobilize other resources to respond to the needs of all programme countries, particularly the poorest and most vulnerable;
3. *Requests* that UNDP improve future structured funding dialogues in line with decision 2017/11 and in that regard, requests UNDP to present a proposal to the Board no later than the second regular session of 2018 on how it plans to use structured funding dialogues as a tool to improve the quality and transparency of funding and better match resources to the outcomes of the strategic plan 2018–2021;
4. *Encourages* UNDP to present to the Board, for the structured funding dialogues, an overview of funding gaps and an analysis of their impact on the implementation of the strategic plan, taking into account both regular and other resources;
5. *Urges* Member States to continue their dialogue with UNDP on the importance of regular resources and flexible other resources, as the restrictive nature of earmarked resources could limit the UNDP capacity to deliver on its strategic results;
6. *Recalls* the importance of funding predictability and of the effective use of the resources entrusted to UNDP;
7. *Urges* donor countries and other countries in a position to do so to maintain and substantially increase their contributions, in a manner consistent with their capacities, to the core/regular budget of UNDP and to contribute on a multi-year basis, in a sustained, timely and predictable manner;
8. *Encourages* those countries which have not contributed to regular resources in the past to consider doing so;
9. *Requests* UNDP to continue the dialogue with programme countries with respect to fulfilling their contributions to government local office costs;
10. *Urges* UNDP to consider the importance of greater efficiency and effectiveness as part of the dialogue related to the strategic plan and integrated budget for 2018–2021, without negatively affecting programme delivery;
11. *Urges* UNDP to take a more proactive role by engaging in strategic financing dialogues directly with Member States and other funding partners, in full respect of General Assembly decision [70/224](#) of 23 February 2016 on global partnerships, with a view to diversifying potential sources of funding, especially core funding, in alignment with the core principles of the United Nations development system and General Assembly resolution [71/243](#) of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, with full respect for the national priorities of programme countries;
12. *Notes* the negative impact of currency fluctuations on both regular and other resources, welcomes the efforts taken to manage exchange rate fluctuations through hedging and urges UNDP to further develop its response to currency fluctuations;
13. *Encourages* UNDP, in collaboration with UNFPA, UNICEF and UN-Women, to find effective and practicable ways to harmonize administrative and financial systems to facilitate joint programming and implementation, and to present information on progress made in this regard to the Executive Board.

11 September 2017

2017/21

Evaluation of the UNDP strategic plan, global and regional programmes, 2014–2017, and management response

The Executive Board

1. *Takes note of* the evaluation of the UNDP strategic plan and global and regional programmes, 2014–2017 (DP/2017/32), and the management response thereto (DP/2017/33);
2. *Requests* the Independent Evaluation Office to ensure adequate and comprehensive coverage of all aspects of the UNDP mandate, focusing, in particular, on UNDP work on poverty reduction, as provided for in decision 2016/17, in future evaluations of the strategic plans;
3. *Emphasizes* that the overarching objectives of UNDP should remain consistent with the Charter of the United Nations and General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, to help address and meet national development priorities and needs;
4. *Requests* UNDP to take into account, as appropriate, the recommendations of all relevant evaluations when formulating the next strategic plan for 2018–2021, and related global and regional programmes;
5. *Requests* UNDP leadership to continue to enhance efforts to create an environment that welcomes critical reflection and continuous organizational learning for improved results and institutional effectiveness, and to make significant progress towards results-based budgeting and assessing programmes' value for money;
6. *Requests* that the UNDP Independent Evaluation Office provide at the first regular session 2018 a new multi-year evaluation plan that includes a comprehensive evaluation of the next UNDP strategic plan, to be carried out at its conclusion in four years' time.

11 September 2017

2017/22

Review of the United Nations Capital Development Fund operational reserve

The Executive Board

1. *Recalls* decision 79/21 of the Governing Council (now the Executive Board), which approved the current methodology for determining the operational reserve;
2. *Takes note of* the present management review of the UNCDF operational reserve, based on the independent analysis undertaken to assess alternative methodologies for calculating the UNCDF operational reserve, for regular and other resources;
3. *Approves* the formula recommended by UNCDF management for calculating the level of the operational reserve for regular and other resources;
4. *Requests* inclusion of the results arising from the revised methodology in the UNCDF budget and financial statements commencing in 2017.

11 September 2017

2017/23**UNFPA strategic plan, 2018–2021***The Executive Board*

1. *Welcomes* the transparent and consultative process undertaken by UNFPA in developing the strategic plan, 2018–2021 (DP/FPA/2017/9);
2. *Notes* the efforts undertaken by UNFPA to align its strategic plan with United Nations General Assembly resolution 70/1 on the 2030 Agenda for Sustainable Development and with General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
3. *Endorses* the UNFPA strategic plan, 2018–2021 (DP/FPA/2017/9), and takes note of its annexes and the common chapter, subject to the provisions of the present decision;
4. *Requests* UNFPA, if changes are made to the common chapter, to align it with UNDP, UNICEF and UN-Women after endorsement by their respective Executive Boards, and resubmit it for endorsement by the UNFPA Executive Board, and encourages UNFPA to provide details on its implementation in its annual reporting and, when applicable and as appropriate, at the joint meeting of the executive boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP;
5. *Also requests* UNFPA to provide baselines and targets for the integrated results and resources framework (annex 1) at the first regular session 2018 of the Executive Board;
6. *Further requests* UNFPA to implement its strategic plan, its annexes and the common chapter in accordance with the Programme of Action of the International Conference on Population and Development, the Beijing Declaration and Platform for Action and the outcome documents of their reviews, while taking note of the outcome documents of the regional review conferences on population and development, and stressing that those outcomes provide region-specific guidance on population and development beyond 2014 for each region that adopted the particular outcome document, as well as in accordance with the 2030 Agenda for Sustainable Development, with the agreement and consent of the host country, taking into account the different national legislation and cultural backgrounds, capacities and levels of development, and respecting national policy space, while remaining consistent with relevant international rules and commitments, and in conformity with universally recognized international human rights;
7. *Requests* UNFPA to present in the annual report of the Executive Director the progress on the implementation of the UNFPA strategic plan, 2018–2021, and also requests UNFPA to present a midterm review of its strategic plan, 2018–2021, its annexes and the common chapter, to the Executive Board at its annual session 2020, taking into account decisions by Member States on the Secretary-General's proposals responding to General Assembly resolution 71/243.

*11 September 2017***2017/24****UNFPA integrated budget, 2018–2021***The Executive Board*

1. *Welcomes* the UNFPA integrated budget, 2018–2021 (DP/FPA/2017/10), submitted in conjunction with the UNFPA strategic plan, 2018–2021 (DP/FPA/2017/9);

2. *Requests* UNFPA to revise the integrated budget, 2018–2021, based on the results of the comprehensive resources review, in order to increase efficiency and improve the balance between the institutional budget and programmes, in the light of the overall decrease in expected resources, with the revised budget to be presented at the second regular session of 2018;
3. *Also requests* UNFPA to take a strategic approach in continuing to identify further savings and efficiency measures, ensuring that functions that contribute to organizational effectiveness and efficiency outputs under the strategic plan, 2018–2021, are maintained;
4. *Welcomes* the improved results focus and the enhanced linkages with the strategic plan results and harmonized methodology and presentation, including cost classification, attribution and recovery;
5. *Takes note* of the results and resource requirements in the UNFPA integrated budget estimates for 2018–2021, including linkages of results and resources, as contained in document [DP/FPA/2017/10](#);
6. *Also takes note* of the presentation of activities and associated costs reflected in document [DP/FPA/2017/10](#), with a deferral of the establishment of the Premise Capital Plan, as outlined in the revised table 1 on the integrated resource plan, 2018–2021, shared on 6 September 2017 ([DP/FPA/2017/10/Corr.1](#));
7. *Approves* the gross resources in the amount of \$708.4 million, representing the institutional budget estimates for 2018–2021, notes that these estimates include an amount of \$146.8 million for indirect cost recovery from other resources, and further notes that any additional resources mobilized should be attributed to programming;
8. *Authorizes* \$153.9 million of the projected regular resources, as a ceiling for global and regional interventions for 2018–2021, noting that this amount cannot be exceeded without approval by the Executive Board, and requests UNFPA to report on implementation of, and funds spent on, global and regional interventions in an annex to the annual report of the Executive Director;
9. *Recalls* Executive Board decision 2015/3, approves an annual amount of \$5 million of regular resources for the emergency fund and the humanitarian response reserve, and reaffirms the existing authorization for the UNFPA Executive Director to increase the emergency fund by up to \$2 million beyond the ceiling in a given year if the number and extent of the emergencies so warrant;
10. *Endorses* the proposal of the Executive Director, similar to decisions 2008/6, 2012/13 and 2013/32, decides to grant exceptional authority during 2018–2021 to access up to an additional \$5.4 million in regular resources for security measures, provided these are used for new and emerging security mandates, as defined by the directives of the United Nations Department of Safety and Security, and requests UNFPA to report to the Executive Board on the use of those funds in its annual statistical and financial review.

11 September 2017

2017/25

UNFPA structured funding dialogue

The Executive Board

1. *Takes note* of the report on contributions by Member States and others to UNFPA and revenue projections for 2017 and future years ([DP/FPA/2017/11](#));
2. *Emphasizes* that regular resources are the bedrock of UNFPA and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry

out its work, and encourages UNFPA to further mobilize these resources while continuing to mobilize supplementary resources for thematic funds and programmes;

3. *Requests* that UNFPA improve future structured funding dialogues and in that regard, also requests UNFPA to present a proposal to the Board no later than the second regular session of 2018 on how it plans to use structured funding dialogues as a tool to improve the quality and transparency of funding and better match resources to the outcomes of the strategic plan 2018–2021;

4. *Encourages* UNFPA to present to the Board, for the structured funding dialogues, an overview of funding gaps and an analysis of their impact on the implementation of the strategic plan, taking into account both regular and other resources;

5. *Encourages* all Member States to increase their contributions to regular resources, not least to ensure that UNFPA can cover the current critical gap in core resources, and also encourages countries in a position to do so to make contributions during the first half of the year and to make multi-year pledges in order to ensure effective programming;

6. *Also encourages* all programme country Governments to expand their contributions to programmes in their own countries;

7. *Requests* UNFPA to continue to further explore incentives and mechanisms to encourage donor countries and Member States in a position to do so to increase and prioritize regular resources contributions, including through continued improvement in transparency in the use of resources and linking of funding to results, to facilitate a shift to less restricted other resources, aligned to the strategic plan, and to broaden the donor base and attract new sources of funding, including through new approaches to resource mobilization and new forms of support from diversified sources;

8. *Further requests* UNFPA to continue to elaborate proposals for predictable and sustainable funding of the strategic plan and to regularly engage with the Executive Board on funding issues throughout the year;

9. *Emphasizes* that UNFPA needs strong political and increased financial support as well as predictable regular resources in order to enhance its assistance to countries, to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks, to achieve the internationally agreed development goals and to support countries in advancing the 2030 Agenda for Sustainable Development;

10. *Notes* the negative impact of currency fluctuations on both regular and other resources, welcomes the efforts taken to manage exchange rate fluctuations through hedging, and urges UNFPA to further develop its response to currency fluctuations;

11. *Encourages* UNFPA, in collaboration with UNDP, UNICEF and UN-Women, to find effective and practicable ways to harmonize administrative and financial systems to facilitate joint programming and implementation and to present information on progress made in this regard to the Executive Board.

11 September 2017

2017/26

UNOPS strategic plan, 2018–2021

The Executive Board

1. *Endorses* the strategic plan, 2018–2021, recognizing its solid foundation in Member State decisions, policy guidance and international agreements and the needs of people and countries, including in the most fragile situations;

2. *Expresses support* for the strategic goals of UNOPS and the ambition it has set out to achieve to fulfil its mission, vision and purpose;
3. *Encourages* the UNOPS approach of embedding sustainable implementation practices;
4. *Supports* the ambition to focus knowledge management on efforts to harness expertise for integrated service offerings and specialized solutions, based on realized or anticipated demand towards specific goals and operational contexts;
5. *Expresses its appreciation* for the UNOPS intent to engage more strategically with Governments and other partners;
6. *Urges* entities of the United Nations system to recognize the comparative advantages and technical expertise of UNOPS and engage in collaborative strategic partnerships for efficiency and effectiveness, including at the country level;
7. *Encourages* UNOPS in its continued pursuit of organizational excellence and attention to ensuring investment to build organizational capabilities and protect its unique business model for the future.

11 September 2017

2017/27

UNOPS biennial budget estimates, 2018-2019

The Executive Board

1. *Approves* the net revenue target;
2. *Endorses* the two-year aspiration of UNOPS with respect to its management results and the targeting of resources to support its contribution goals.

11 September 2017

2017/28

Annual statistical report on the procurement activities of the United Nations system, 2016

The Executive Board

1. *Takes note* of the annual statistical report on the procurement activities of the United Nations system, 2016 ([DP/OPS/2017/8](#));
2. *Welcomes* the data and analysis contained therein.

11 September 2017

2017/29

Overview of the decisions adopted by the Executive Board at its second regular session 2017

The Executive Board

Recalls that during its second regular session 2017, the Executive Board:

Item 1

Organizational matters

Adopted the agenda and approved the workplan for its second regular session 2017 ([DP/2017/L.3](#));

Approved the report of the annual session 2017 ([DP/2017/28](#));

Approved the tentative workplans for the special session 2017 and the first regular session 2018;

UNDP segment

Items 2 and 4

Annual report of the Administrator and UNDP strategic plan, 2018–2021, including financial, budgetary and administrative matters

Heard a statement by the Administrator and held discussions on the preparation of the strategic plan and integrated budget, 2018–2021, to be adopted at the special session on 28 November 2017.

Item 3

UNDP structured funding dialogue

Adopted decision 2017/20 on the UNDP structured funding dialogue.

Item 5

UNDP evaluation

Adopted decision 2017/21 on the evaluation of the UNDP strategic plan, global and regional programmes, 2014–2017, and management response.

Item 6

UNDP country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7:

Africa: Central African Republic ([DP/DCP/CAF/4](#)), Guinea ([DP/DCP/GIN/3](#)) and Nigeria ([DP/DCP/NGA/3](#));

Arab States: Sudan ([DP/DCP/SDN/3](#));

Asia and the Pacific: India ([DP/DCP/IND/3](#)), Nepal ([DP/DCP/NPL/3](#)), Papua New Guinea ([DP/DCP/PNG/2](#)), Sri Lanka ([DP/DCP/LKA/3](#)) and the subregional programme for the Pacific Island countries and territories ([DP/DSP/PIC/2](#));

Europe and the Commonwealth of Independent States: Kyrgyzstan ([DP/DCP/KGZ/3](#)), Republic of Moldova ([DP/DCP/MDA/3](#)) and Ukraine ([DP/DCP/UKR/3](#));

Latin America and the Caribbean: Bolivia (Plurinational State of) ([DP/DCP/BOL/3](#)), Costa Rica ([DP/DCP/CRI/3](#)) and Dominican Republic ([DP/DCP/DOM/3](#));

Took note of the first one-year extensions of the country programmes for the Democratic Republic of the Congo, Equatorial Guinea, South Sudan and the Syrian Arab Republic from 1 January to 31 December 2018 and the first 15-month extension of the country programme for South Africa from 1 January 2018 to 31 March 2019, already approved by the Administrator ([DP/2017/35](#));

Approved the exceptional fourth one-year extension of the country programme for Libya from 1 January to 31 December 2018 and the third two-year extension of the country programme for Yemen from 1 January 2018 to 31 December 2019 ([DP/2017/35](#)).

Item 15

United Nations Capital Development Fund

Adopted decision 2017/22 on the UNCDF operational reserve

UNFPA segment

Item 7

UNFPA strategic plan, 2018–2021

Adopted decision 2017/23 on the UNFPA strategic plan, 2018–2021;

Item 8

UNFPA integrated budget, 2018–2021

Adopted decision 2017/24 on the UNFPA integrated budget, 2018–2021;

Item 9

UNFPA structured funding dialogue

Adopted decision 2017/25 on the UNFPA structured funding dialogue;

Item 10

UNFPA country programmes and related matters

Approved, in accordance with decision 2014/7, the following UNFPA country programmes:

Arab States: Somalia ([DP/FPA/2017/SOM/8](#)); Sudan ([DP/FPA/CPD/SDN/9](#)); State of Palestine ([DP/FPA/CPD/PSE/6](#));

Asia and the Pacific: India ([DP/FPA/CPD/IND/9](#)); Myanmar ([DP/FPA/CPD/MMR/4](#)); Nepal ([DP/FPA/CPD/NPL/8](#)); Pakistan ([DP/FPA/CPD/PAK/9](#)); Papua New Guinea ([DP/FPA/CPD/PNG/6](#)); Sri Lanka ([DP/FPA/CPD/LKA/9](#)); and subregional programme for the Pacific island countries ([DP/FPA/CPD/PIC/6](#));

Eastern Europe and Central Asia: Kyrgyzstan ([DP/FPA/CPD/KGZ/4](#)); Republic of Moldova ([DP/FPA/CPD/MDA/3](#)); Ukraine ([DP/FPA/CPD/UKR/3](#));

Latin America and the Caribbean: Bolivia (Plurinational State of) ([DP/FPA/CPD/BOL/6](#)); Costa Rica ([DP/FPA/CPD/CRI/5](#)); Dominican Republic ([DP/FPA/CPD/DOM/6](#));

West and Central Africa: Burkina Faso ([DP/FPA/CPD/BFA/8](#)); Gabon ([DP/FPA/CPD/GAB/7](#)); Guinea ([DP/FPA/CPD/GIN/8](#)); Nigeria ([DP/FPA/CPD/NGA/8](#));

Took note of the first one-year extensions of the country programmes for the Democratic Republic of the Congo, Equatorial Guinea, Lesotho, Liberia, South Sudan and the Syrian Arab Republic;

Approved the 15-month extension of the country programme for South Africa, the third, one-year extension of the country programme for Burundi and the third, two-year extension of the country programme for Yemen ([DP/FPA/2017/13](#)).

UNOPS segment

Item 11

United Nations Office for Project Services

Adopted decision 2017/26 on the UNOPS strategic plan, 2018–2021;

Adopted decision 2017/27 on the UNOPS biennial budget estimates, 2018–2019;

Joint segment

Item 12

Financial, budgetary and administrative matters

Adopted decision 2017/28 on the annual statistical report on the procurement activities of the United Nations system, 2016;

Item 13

Follow-up to UNAIDS Programme Coordinating Board meeting

Took note of the report on the implementation of decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS ([DP/2017/37-DP/FPA/2017/12](#));

Item 14

Field visits

Took note of the report on the joint [UNDP/UNFPA/UNOPS](#), UNICEF, UN-Women, WFP field visit to Nepal;

Item 15

Other matters

Heard a statement by the Chairperson of the [UNDP/UNFPA/UNOPS/UN-Women](#) Staff Council;

Also held the following briefings, informal consultations and special events:

UNDP

Briefing on the UNCDF strategic framework, 2018–2021

Briefing on the United Nations Volunteers programme strategic framework, 2018–2021;

UNFPA

Briefing on the UNFPA Innovation Initiative.

11 September 2017

2017/30

UNDP strategic plan, 2018–2021

The Executive Board

1. *Welcomes* the transparent and consultative process undertaken by UNDP in developing the strategic plan, 2018–2021 ([DP/2017/38](#));
2. *Endorses* the UNDP strategic plan, 2018–2021 ([DP/2017/38](#)), takes note of its annexes and encourages UNDP to provide details on its implementation in its annual reporting and, when applicable and as appropriate, at the joint meeting of the Executive Boards of [UNDP/UNFPA/UNOPS](#), UNICEF, UN-Women and WFP;
3. *Notes* the inclusion in the strategic plan of some terms that have not been intergovernmentally endorsed in the United Nations system, and that for this reason, these cannot be considered intergovernmentally agreed;
4. *Recognizes* that the contribution of UNDP to conflict prevention lies within its development work to strengthen capacities in programme countries for reducing the

risk of conflicts, in accordance with national policies and priorities and with the consent of national Governments;

5. *Notes* the efforts undertaken by UNDP to align its strategic plan, 2018–2021 with General Assembly resolution [70/1](#) of 25 September 2015 on “Transforming our world: the 2030 Agenda for Sustainable Development”, and with General Assembly resolution [71/243](#) of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, as well as its efforts to focus its areas of work and outcomes towards achieving its vision for the strategic plan, and requests UNDP to implement the strategic plan, 2018–2021, in accordance with these resolutions and with full respect for the principle of national ownership and leadership and recognizing the different contexts and particular characteristics of each programme country;

6. *Requests* UNDP to present to the Executive Board at the first regular session 2018, for its consideration at the annual session 2018, a working plan for engagement with the Board with respect to the implementation of the strategic plan, 2018–2021, integrated resources plan and integrated budget, 2018–2021 and their annexes, including a schedule of updates from the Administrator on progress made in this regard, including on its work on partnerships, the alignment of results to resources, the development of the business model and its linkages to staff capacities, as well as performance management, the institutional set-up, structured funding dialogues, collaboration and work with other United Nations agencies and various thematic strategies, including the gender equality strategy;

7. *Also requests* UNDP to provide baselines and targets for the integrated results and resources framework ([DP/2017/38](#), annex 1) as well as theories of change for the strategic plan to the Executive Board at its annual session 2018, and in the lead-up to that annual session, requests that UNDP engage with the Executive Board on progress with the methodologies underpinning the indicators in the integrated results and resources framework ([DP/2017/38](#), annex 1) and how the outputs in that framework will feed into the common chapter outcomes in the strategic plan, 2018–2021;

8. *Further requests* UNDP to present to the Executive Board at its annual session 2020 a thorough midterm review of the strategic plan, 2018–2021 and its annexes, including if required updates to the Plan and its annexes, taking into account any potential decisions by Member States on the Secretary-General’s proposals responding to General Assembly resolution [71/243](#).

28 November 2017

2017/31

UNDP integrated resources plan and integrated budget, 2018–2021

The Executive Board

1. *Acknowledges* the process undertaken by UNDP in the development of the UNDP integrated resources plan and integrated budget estimates, 2018–2021 ([DP/2017/39](#));

2. *Takes note* of the UNDP integrated resources plan and integrated budget estimates, 2018–2021, prepared in response to the request of the Executive Board, in decision 2009/22, to present a single, integrated budget that includes all budgetary categories, with an improved result focus and enhanced linkages with the strategic plan results and harmonized in methodology and presentation, including on cost classification, attribution and recovery, with UNFPA, UNICEF and UN-Women, and welcomes ongoing efforts to improve and clarify financial reporting to improve Executive Board members’ understanding of the financial position of UNDP;

3. *Acknowledges* the information provided by UNDP in document [DP/2017/39](#) on the integrated resources plan, 2018–2021, and notes the ongoing need to align the UNDP integrated budget and integrated resources plan with the strategic plan;
4. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions ([DP/2017/40](#)) on the institutional components of the UNDP integrated budget estimates and the recommendations of the Advisory Committee, and requests UNDP to provide updates on implementation of these recommendations at the annual session 2018 and thereafter as appropriate;
5. *Recalls* its decisions 2007/33, 2009/22, 2010/2, 2010/32, 2011/10, 2012/1, 2012/27, 2012/28, 2013/4, 2013/9, 2013/18, 2013/28, 2013/30, 2016/5 and 2017/11, and endorses document [DP/2017/39](#) on the integrated resources plan and integrated budget estimates for 2018–2021 and its annexes, and the provisions contained in the document;
6. *Approves* the integrated budget for 2018–2021 as based on projected regular and other resources available and their projected utilization, including an appropriation of \$1,093.9 million from regular resources for the institutional component of the integrated budget, 2018–2021;
7. *Welcomes* that, in response to the request of the Executive Board, UNDP has introduced separate budget lines for the Independent Evaluation Office, the Office of Audit and Investigations and the Ethics Office;
8. *Also welcomes* the budget allocations to the United Nations Capital Development Fund and United Nations Volunteers programme and the ongoing contribution to these organizations from the UNDP core budget, particularly in view of their importance for least developed countries, and calls on UNDP to continue to provide contributions to these entities, and to report to the Board if UNDP funding allocations to these entities change over the lifetime of this integrated budget;
9. *Recalls* the importance of funding predictability and of the effective use of the resources entrusted to UNDP, and urges donor countries and other countries in a position to do so to maintain and substantially increase their contributions, in a manner consistent with their capacities, to the core/regular budget of UNDP and to contribute on a multi-year basis, in a sustained, timely and predictable manner;
10. *Emphasizes* that regular resources, because of their untied nature, are the bedrock of UNDP and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and in this regard, reiterates the need for UNDP to address, on a continuous basis, the imbalance between core/regular and non-core/other resources, while continuing to mobilize other resources to respond to the needs of all programme countries, particularly the poorest and most vulnerable;
11. *Welcomes* the commitment of UNDP in its strategic plan, 2018–2021 to strive for even greater productivity, efficiency and effectiveness and an improvement in the management efficiency ratio, without negatively affecting programme delivery;
12. *Requests* the Administrator, in conjunction with the midterm review of the strategic plan, 2018–2021, to conduct a thorough midterm review of the integrated resources plan and integrated budget that includes, inter alia, an analysis of budget methodology approaches, resource mobilization efforts and the impact of the implementation of the tiered approach for the shielding of development activities, to be presented to Executive Board in 2020;
13. *Requests* UNDP to present to the Executive Board at the first regular session 2018, for its consideration at the annual session 2018, a working plan for engagement with the Board with respect to the implementation of the strategic plan, 2018–2021, integrated resources plan and integrated budget, 2018–2021 and their annexes,

including a schedule of updates from the Administrator on progress made in this regard, including on its work on partnerships, the alignment of results to resources, the development of the business model and its linkages to staff capacities, as well as performance management, the institutional set-up, structured funding dialogues, collaboration and work with other United Nations agencies and various thematic strategies, including the gender equality strategy;

14. *Also requests* UNDP to continue consultations on cost recovery with the Executive Board in line with decision 2017/11;

15. *Recognizes* that UNDP has made progress in diminishing cross-subsidization from regular (core) to other (non-core) resources; notes the UNDP request for additional resources of \$49 million for the institutional budget for management activities; encourages UNDP, if possible, to use less than \$49 million and eliminate any cross-subsidization as soon as possible; and requests UNDP to present a proposal on a transparent role of regular (core) resources for the integrated budget 2018–2021;

16. *Also recognizes* that government cost-sharing constitutes a voluntary funding mechanism that strengthens national ownership as well as contributes to the achievement of country programmes and in that regard, underlines the need to take the special characteristics of government cost-sharing into account if considering organizational adjustments through the business models initiative;

17. *Requests* UNDP to present information on government cost-sharing as part of the documentation on harmonized cost recovery to the Executive Board at the annual session 2018.

28 November 2017

Annex II

Membership of the Executive Board in 2017

(Term expires on the last day of the year indicated)

African States: Benin (2018), Cameroon (2018), Chad (2018), Guinea (2017), Libya (2017), Malawi (2018), Mauritius (2019), Uganda (2018).

Asia-Pacific States: China (2019), India (2017), Islamic Republic of Iran (2019), Lao People's Democratic Republic (2018), Republic of Korea (2018), Samoa (2018), Yemen (2017).

Eastern European States: Albania (2019), Belarus (2018), Republic of Moldova (2019), Russian Federation (2017).

Latin American and Caribbean States: Antigua and Barbuda (2017), Bolivarian Republic of Venezuela (2017), Cuba (2019), Haiti (2018), Panama (2019).

Western European and other States:* Australia, Denmark, Finland, France, Germany, Japan, Netherlands, New Zealand, Norway, Sweden, United Kingdom of Great Britain and Northern Ireland, United States of America.

* Western European and other States has its own rotation schedule, which varies every year.