



**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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**Organizational matters**

**Decisions adopted by the Executive Board in 2012**

Contents

**First regular session 2012**

**(1 to 3 February 2012, New York)**

<i>Number</i>		<i>Page</i>
2012/1	Review of UNDP programming arrangements, 2008-2013 . . . . .	3
2012/2	Oral report of the Administrator on the implementation of the UNDP gender equality strategy and action plan . . . . .	4
2012/3	UNFPA institutional budget estimates for 2012-2013 . . . . .	5
2012/4	Revision of the UNFPA financial regulations and rules . . . . .	6
2012/5	Revision of the UNOPS financial regulations and rules . . . . .	6
2012/6	Reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2008-2009 . . . . .	7
2012/7	Report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council . . . . .	8
2012/8	Overview of decisions adopted by the Executive Board at its first regular session 2012 . . . . .	8
<b>Annual session 2012</b>		
<b>(25 to 29 June 2012, Geneva)</b>		
2012/9	Annual report of the Administrator on the strategic plan: performance results for 2011 . . . . .	11
2012/10	Status of regular funding commitments to UNDP and to its funds and programmes for 2012 and onwards . . . . .	12
2012/11	UNDP assistance to Myanmar . . . . .	12
2012/12	Report on results achieved by UNCDF in 2011 . . . . .	13
2012/13	United Nations Volunteers: report of the Administrator . . . . .	13



2012/14	Report of the Executive Director for 2011: progress in implementing the UNFPA strategic plan, 2008-2013 .....	14
2012/15	Report on contributions by Member States and others to UNFPA, and revenue projections for 2012 and future years .....	15
2012/16	Annual report of the Executive Director, UNOPS .....	16
2012/17	Request by Rwanda to present a draft common country programme document to the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP .....	16
2012/18	Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2011 ...	17
2012/19	Reports of the ethics offices of UNDP, UNFPA and UNOPS .....	18
2012/20	Overview of decisions adopted by the Executive Board at its annual session 2012 .....	19
<b>Second regular session 2012</b>		
<b>(4 to 10 September 2012, New York)</b>		
2012/21	Annual review of the financial situation, 2011 .....	23
2012/22	UNDP and UNFPA draft country programme documents for Eritrea. ... ..	23
2012/23	Evaluation (UNDP) .....	24
2012/24	UNOPS — Midterm review of the strategic plan, 2010-2013 .....	26
2012/25	UNOPS — Annual statistical report on the procurement activities of the United Nations system, 2011 .....	26
2012/26	Evaluation (UNFPA) .....	27
2012/27	Road map towards an integrated budget, beginning 2014 .....	28
2012/28	Programming arrangements, 2014-2017 .....	30
2012/29	Overview of decisions adopted by the Executive Board at its second regular session 2012 ..	32

**2012/1**

**Review of UNDP programming arrangements, 2008-2013**

*The Executive Board*

1. *Recalls* decision 2010/3 which extended the programming arrangements by two years to cover the period 2008-2013, in line with the strategic plan extension;
2. *Takes note of* the report on the second review of the programming arrangements, 2008-2013 (DP/2012/3), and the three key concurrent initiatives that inform and are integrally linked to it: the new strategic plan; the integrated budget; and the agenda for organizational change;
3. *Reaffirms* the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations development system, and of the capacity to respond to the needs of all recipient countries in accordance with their own development priorities; and, in this context, recognizes the principles of the United Nations Development Programme activities, which include progressivity, impartiality, transparency and predictability of flow of resources for all recipient countries, as reflected in decision 2007/33;
4. *Agrees* with the overarching assumptions made by UNDP in paragraph 12(b) and 12(c) of document DP/2012/3 that a new TRAC 1 calculation methodology should continue to include a predictability parameter to ensure a smooth transition from the current programming period to the next, and that a new TRAC 1 calculation methodology should continue to include the same percentage allocation ranges as in the present (2008-2013) programming arrangements;
5. *Also agrees* with the overarching assumption that the UNDP presence should be based upon differentiated developmental needs of countries and a no one-size-fits-all approach in order to ensure efficient and effective response to national development priorities;
6. *Requests* UNDP to submit to the Executive Board, at its second regular session 2012, a further elaboration of global strategic presence, including physical presence in programme countries, bearing in mind the need for efficiency and effectiveness, in line with the discussions on the new strategic plan;
7. *Also requests* UNDP to provide to the Executive Board, at its second regular session 2012, relevant information explaining the allocation to the activities funded under the proposed programming arrangements other than TRAC 1, 2 and 3, with this information based on reviews, evaluations and analyses that capture the performance and effectiveness of these activities, as well as lessons learned and recommendations for improvement;
8. *Takes note of* the proposal to establish a contingency fund, and requests UNDP to submit to the Executive Board, at its second regular session 2012, further elaboration of this fund's function and general allocation figure;
9. *Decides* to consider the possible inclusion of the United Nations Capital Development Fund in the programming arrangements in the context of the adoption of the draft integrated budget, 2014-2015, taking into consideration the priorities of the strategic plan, 2014-2017, and additional information provided on the financial and legal implications of the proposed inclusion;

10. *Requests* UNDP to demonstrate in the mock-up integrated budget how resources distributed through different allocation mechanisms will link to the expected outcomes of the strategic plan;

11. *Also requests* UNDP to provide further analysis and advice with respect to the options for the TRAC 1 eligibility criteria and models for the TRAC 1 allocation criteria outlined in document DP/2012/3, taking into consideration the views expressed by Member States in this regard, with a view to the Executive Board taking a decision on new programming arrangements at its second regular session 2012.

3 February 2012

## 2012/2

### **Oral report of the Administrator on the implementation of the UNDP gender equality strategy and action plan**

#### *The Executive Board*

1. *Takes note* of the oral report on the implementation of the UNDP gender equality strategy in 2011, as requested in decision 2006/3;
2. *Recognizes* the importance of mainstreaming gender equality as reflected in General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and the UNDP strategic plan, 2008-2013;
3. *Welcomes* the efforts of UNDP in implementing the gender equality strategy in 2011 and achieving concrete gender equality development and institutional results;
4. *Welcomes* the work of the Gender Steering and Implementation Committee as a clear sign of top management commitment to gender equality and as a means of improving accountability in the fields of gender mainstreaming and equality, and urges UNDP to continue to ensure that management staff at all levels are committed to and accountable for implementing the gender strategy;
5. *Encourages* UNDP to strengthen its partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and to work closely with UN-Women to advance gender equality in programmes and policy on the basis of complementary and synergetic relationships, and to work collaboratively as part of United Nations country teams;
6. *Takes note of* the results of the gender marker and encourages UNDP to continue to strengthen the application of this tool and to fully integrate it in its systems, and welcomes the efforts of UNDP to share the gender marker with other United Nations organizations, especially the UN-Women, as a way to enhance collaboration and improve gender accountability within the United Nations system;
7. *Notes with concern* the decrease in UNDP expenditures that make significant or principal contributions to gender equality, and requests UNDP to strengthen capacity for gender mainstreaming, and to increase its investments in gender equality within the context of the new strategic plan process and the overall UNDP agenda for organizational change;
8. *Requests* that the final midterm review document on the implementation of the gender equality strategy be shared with the Executive Board;

9. *Requests* UNDP to mainstream gender equality perspectives in the preparation of the strategic plan, 2014-2017, taking into account lessons learned from the implementation of the current gender equality strategy, and further requests UNDP to take the necessary steps to develop, in a timely manner, a new gender equality strategy in line with priorities of the next UNDP strategic plan, 2014-2017, and to consult the Executive Board on this matter;

10. *Recalls* the request of the Executive Board to identify further measures, including through evaluating the position and mandate of the gender team at the global and regional levels, to raise the profile of the UNDP gender strategy and increase the attention given to its implementation, and requests that, as part of the annual report in June 2012, the Administrator report on concrete measures taken to implement this request;

11. *Reiterates* its request to the Administrator to provide annually, for the remainder of the period of the UNDP strategic plan, an oral report to the Executive Board, at its first regular session, on the implementation of the gender equality strategy, as set forth in DP/2005/7, and requests that a written background paper be made available to the Board in advance of the first regular session 2013.

3 February 2012

## **2012/3**

### **UNFPA institutional budget estimates for 2012-2013**

#### *The Executive Board*

1. *Takes note of* the results and resource requirements in the UNFPA institutional budget estimates for 2012-2013, as contained in document DP/FPA/2012/1;

2. *Also takes note of* the report of the Advisory Committee on Administrative and Budgetary Questions on the institutional budget estimates for 2012-2013 (DP/FPA/2012/2);

3. *Approves* the presentation of activities and associated costs reflected in document DP/FPA/2012/1, which are aligned with the classifications of activities and associated costs, the results-based budgeting approach and the key budget tables approved in decisions 2010/32 and 2011/10;

4. *Approves* gross resources in the amount of \$292.2 million, representing the total institutional budget, 2012-2013, and notes that the estimated net resources total \$245.0 million;

5. *Resolves* that the appropriated amount be used to achieve the management results framework outputs of the UNFPA strategic plan, in accordance with decision 2011/39;

6. *Welcomes* the reductions in management costs and the rising proportion of funds available for programme implementation and encourages UNFPA to continue in the same direction without negatively affecting the effective delivery of programmes;

7. *Recalls* Executive Board decisions 2011/9 and 2011/22 and welcomes UNFPA efforts to further strengthen financial management and monitoring at headquarters and field levels, especially with regard to the national execution modality, and

encourages UNFPA to further strengthen financial and administrative oversight at all levels;

8. *Welcomes* UNFPA efforts to strengthen field offices and, in that regard, encourages UNFPA to continue to reduce vacancy rates;

9. *Encourages* UNFPA to review the current cost recovery rates and methodology together with UNDP and UNICEF at the second regular session 2012, in order to determine future harmonized and transparent rates to be included in the integrated budget, 2014-2015;

10. *Recalls* decision 2007/43 approving the organizational structure of UNFPA, as contained in document DP/FPA/2007/16 and its corrigendum (DP/FPA/2007/16/Corr.1);

11. *Approves* the conversion of the existing subregional office in Dakar, Senegal, into the Central and West Africa Regional Office, and the merger of the existing subregional and regional offices in Johannesburg, South Africa, into the South and East Africa Regional Office, effective 2013, and, in this context, looks forward to receiving the outcomes of the evaluation of the regionalization process;

12. *Endorses* the proposal of the Executive Director, similar to that of decision 2008/6, to grant him exceptional authority during 2012-2013 to access up to an additional \$2.7 million in regular resources for security measures. UNFPA will limit the use of those funds to new and emerging security mandates, as defined by the directives of the United Nations Department of Safety and Security, and will report to the Executive Board on the use of those funds in its annual review of the financial situation.

3 February 2012

#### **2012/4**

##### **Revision of the UNFPA financial regulations and rules**

###### *The Executive Board*

1. *Takes note of* the report on the revision of the UNFPA financial regulations and rules (DP/FPA/2012/3) and appreciates the invitation to an ongoing dialogue on the implementation of the International Public Sector Accounting Standards;

2. *Also takes note of* the report of the Advisory Committee on Administrative and Budgetary Questions on the revision of the UNFPA financial regulations and rules (DP/FPA/2012/2);

3. *Approves* the revisions to the UNFPA financial regulations and takes note of the changes to the financial rules contained therein.

3 February 2012

#### **2012/5**

##### **Revision of the UNOPS financial regulations and rules**

###### *The Executive Board*

1. *Takes note of* the proposed revision of the UNOPS Financial Regulations and Rules (DP/OPS/2012/1) and its annexes and of the Report of the Advisory Committee on Administrative and Budgetary Questions on the revision of the UNOPS Financial Regulations and Rules (DP/OPS/2012/2);

2. *Notes* also the comments presented by the Office of Legal Affairs in the annex to the document dated 24 January 2012, following a request by UNOPS, as recommended by the Advisory Committee on Administrative and Budgetary Questions;

3. *Approves* the proposed amended Financial Regulations and Rules, to take effect on 1 January 2012, and requests UNOPS to take into full account, while reconciling, the comments and recommendations made by the Advisory Committee on Administrative and Budgetary Questions and the Office of Legal Affairs.

3 February 2012

## 2012/6

### **Reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2008-2009**

#### *The Executive Board*

1. *Takes note of* the reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2008-2009 (DP/2012/4, DP/FPA/2012/5 and DP/OPS/2012/3);

#### *With respect to UNDP:*

2. *Welcomes* the progress made by UNDP in addressing audit-related priorities in 2010-2011;

3. *Also welcomes* the adoption of the International Public Sector Accounting Standards by UNDP in January 2012;

#### *With respect to UNFPA:*

4. *Welcomes* the actions taken by UNFPA and the further actions planned in implementing the recommendations of the United Nations Board of Auditors for the 2008-2009 biennium;

5. *Also welcomes* the adoption of the International Public Sector Accounting Standards by UNFPA in January 2012;

#### *With respect to UNOPS:*

6. *Recognizes* that, according to the assessment of UNOPS, it has implemented more than 80 per cent of the recommendations of the United Nations Board of Auditors for the biennium that ended 31 December 2009;

7. *Recognizes further* that in October 2011, the United Nations Board of Auditors validated the results from the UNOPS assessment during the Board of Auditors' preliminary review of UNOPS for the biennium that ended 31 December 2011.

3 February 2012

**2012/7**

**Report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council**

*The Executive Board*

1. *Takes note of* the report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council (E/2012/5);
2. *Encourages* UNDP, UNFPA and UNOPS to continue enhancing their integrated reporting, including by placing greater emphasis on challenges and trends;
3. *Decides to transmit* the above-mentioned report, along with the comments and guidance provided by delegations at the present session, to the Economic and Social Council.

3 February 2012

**2012/8**

**Overview of decisions adopted by the Executive Board at its first regular session 2012**

*The Executive Board*

*Recalls* that during its first regular session 2012, it:

**Item 1**

**Organizational matters**

Elected the following members of the Bureau for 2012:

President: H.E. Mr. Mårten Grunditz (Sweden)

Vice-President: Mr. Tariq Iziraren (Morocco)

Vice-President: H.E. Mr. Yusra Khan (Indonesia)

Vice-President: Ms. Candida Novak Hornakova (Czech Republic)

Vice-President: Mr. Eduardo Porretti (Argentina)

Adopted the agenda and workplan for its first regular session 2012 (DP/2012/L.1).

Adopted the report of the second regular session 2011 (DP/2012/1).

Adopted the annual workplan for 2012 (DP/2012/CRP.1/Rev.1).

Approved the tentative workplan for the annual session 2012.

Agreed to the following schedule for the remaining sessions of the Executive Board in 2012:

Annual session 2012: 25 to 29 June 2012 (Geneva)

Second regular session 2012: 4 to 10 September 2012.



**UNDP segment****Item 2****Programming arrangements**

Adopted decision 2012/1 on the review of UNDP programming arrangements, 2008-2013.

**Item 3****Gender in UNDP**

Adopted decision 2012/2 on the oral report of the Administrator on the implementation of the UNDP gender equality strategy and action plan.

**Item 4****Country programmes and related matters (UNDP)**

Approved the following final country programme documents:

**Africa:** Cape Verde (common country programme), Central African Republic, Gambia, Malawi, Mozambique and South Sudan

**Arab States:** Algeria and Yemen

**Asia and the Pacific:** Islamic Republic of Iran, Lao People's Democratic Republic, Papua New Guinea (common country programme), Thailand and Viet Nam (common country programme)

**Latin America and the Caribbean:** Brazil, the Dominican Republic, Guyana, Panama, Peru and Suriname

Took note of the request of the Administrator for authority to approve priority projects in Libya on a case-by-case basis.

**UNFPA segment****Item 5****Financial, budgetary and administrative matters**

Adopted decision 2012/3 on the UNFPA institutional budget estimates for 2012-2013.

Adopted decision 2012/4 on the revision of the UNFPA financial regulations and rules.

Took note of the report of the Advisory Committee on Administrative and Budgetary Questions on the institutional budget estimates for 2012-2013 and the revision of financial regulations and rules (DP/FPA/2012/2).

**Item 6****Internal audit and oversight**

Heard an oral presentation outlining the plan of action to address the recommendations in the report on internal audit and oversight activities in 2010 (decision 2011/22).

**Item 7**  
**Country programmes and related matters (UNFPA)**

Approved the following final country programme documents:

**Africa:** Cape Verde, Central African Republic, Chad, Gambia, Malawi, Mozambique and South Sudan

**Arab States:** Algeria and Yemen

**Asia and the Pacific:** Iran (Islamic Republic of), Myanmar, Papua New Guinea, Thailand and Viet Nam

**Latin America and the Caribbean:** Brazil, Dominican Republic, Panama and Peru

**UNOPS segment**

**Item 8**  
**Financial, budgetary and administrative matters**

Adopted decision 2012/5 on the revision of the UNOPS financial regulations and rules.

**Joint segment**

**Item 9**  
**Recommendations of the Board of Auditors**

Adopted decision 2012/6 on the reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2008-2009.

**Item 10**  
**Report to the Economic and Social Council**

Adopted decision 2012/7 on the report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council.

**Joint meeting**

Held a joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP from 30 to 31 January 2012, which addressed the following topics: (a) middle-income countries: the role and presence of the United Nations for the achievement of the internationally agreed development goals; (b) least developed countries: United Nations collaborative contribution to the implementation of the Istanbul Programme of Action; (c) making United Nations operational activity work for accelerated development: quadrennial comprehensive policy review (“delivering as one” and reporting on results); and (d) transition.

Also held the following informal briefings:

Informal consultation on the outcome of the UNDP workshop on experiences and practices with constructing results chains to address various development issues;

Joint UNDP/UNFPA/UNOPS informal consultation on a plan for achieving full transparency with regard to the disclosure of internal audit reports;

Joint UNDP/UNFPA/UNOPS informal presentation on the timetable for the review and analysis of harmonized cost-recovery rates;

Informal consultation on the implementation of the International Public Sector Accounting Standards in UNDP;

UNOPS briefing on preparations for Rio+20: infrastructure and sustainable development.

3 February 2012

## 2012/9

### **Annual report of the Administrator on the strategic plan: performance results for 2011**

#### *The Executive Board*

1. *Recalls* its decision 2011/14 on the midterm review of the current UNDP strategic plan;
2. *Welcomes* the annual report of the Administrator on the strategic plan: performance and results for 2011 (DP/2012/7) and its annexes;
3. *Notes with appreciation* the changes made in the annual report, as a positive step in the ongoing work to further improve reporting on results;
4. *Welcomes* the consultative process leading to the presentation of the annual report, as well as the update on the road map and the planned schedule of consultations for the preparation of the next strategic plan;
5. *Notes* the detailed information on outputs, outcomes and results in the annual report and its annexes; and, in this regard, encourages UNDP to continue its efforts to enhance its reporting in order to make it more focused, explicit and illustrative;
6. *Underlines* the need to continue ongoing efforts to achieve a consistent and harmonized use of results concepts and definitions by UNDP and other funds and programmes of the United Nations;
7. *Requests* UNDP to take the necessary steps in the coming year to put in place improved country programme document indicators, and, when preparing the next strategic plan, to develop a set of key development and institutional results indicators in order to reinforce performance reporting and management and to guide strategic planning in UNDP;
8. *Requests* the Administrator, in the light of guidance from intergovernmental processes such as the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the discussions of the Executive Board, to:
  - (a) Prepare a draft of the strategic plan, 2014-2017, for consideration by the Executive Board at its annual session 2013, in line with the quality expectations outlined in decision 2011/14;
  - (b) Prepare, in consultation with the Executive Board, a cumulative review of the current strategic plan, to be submitted to the annual session 2013, that provides a high-level, multi-year analysis of the achievements of the current strategic plan and the challenges encountered;

- (c) Consider, in preparing the next strategic plan, alternatives to the current output profiles, and continue consultations with the Executive Board on how to elaborate meaningful output profiles in order to better capture the specific contribution of UNDP to outcomes at the national level;
- (d) Include a clear narrative on the UNDP corporate-level contribution to the achievement of development results in the multi-year analysis of the implementation of the strategic plan and in future annual reports;
- (e) Give more prominence in future annual reports to important findings from the results analysis, such as risks and challenges, lessons learned, programme success factors, and the reasons for not achieving agreed objectives.

28 June 2012

## **2012/10**

### **Status of regular funding commitments to UNDP and to its funds and programmes for 2012 and onwards**

#### *The Executive Board*

1. *Notes* that in 2011 contributions to regular resources increased slightly to \$0.975 billion from \$0.967 billion in 2010, following three consecutive years of decline;
2. *Further notes* that while many governments have exerted much effort to ensure this increase, the amount remains well below the 2011 funding target of \$1.55 billion for regular resources set out in the UNDP strategic plan, 2008-2013;
3. *Further notes* that overall contributions to UNDP have decreased to \$4.83 billion in 2011 from \$5.01 billion in 2010 owing to a decrease in other resources;
4. *Recalls* General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and *reiterates* that regular resources form the bedrock of UNDP funding;
5. *Requests* all countries that have not yet done so to provide contributions to regular resources for 2012;
6. *Encourages* all Member States to maintain their core contributions and also encourages countries that are in a position to do so, to increase their contributions, to make multi-year pledges, and to make their contributions by the first half of the year in order to ensure effective programming;
7. *Notes* the trend towards the increased use of restrictively earmarked contributions, and looks forward to an in-depth discussion on this issue at the annual session 2013 of the Executive Board.

29 June 2012

## **2012/11**

### **UNDP assistance to Myanmar**

#### *The Executive Board*

1. *Recognizes* the significant recent developments in Myanmar and the expanded opportunities for the international community to support the ongoing reforms;

2. *Recalls* Governing Council decision 93/21 which, inter alia, decided that until a country programme for Myanmar is considered at an appropriate time, all future assistance from the United Nations Development Programme and related funds to Myanmar should be clearly targeted towards programmes having a grass-roots-level impact in a sustainable manner;

3. *Requests* UNDP, in consultation with all partners, to submit a draft country programme document for consideration at the second regular session 2012 of the Executive Board.

28 June 2012

## 2012/12

### Report on results achieved by UNCDF in 2011

#### *The Executive Board*

1. *Takes note of* the report on results achieved by UNCDF in 2011 (DP/2012/11) and welcomes the continued solid performance of UNCDF against set targets;

2. *Welcomes* the substantive increase in contributions to UNCDF, particularly from private-sector sources;

3. *Takes note*, however, that the target of \$25 million per year in contributions to regular resources — necessary to retain UNCDF support to 40 least developed countries — remains unachieved;

4. *Calls on* Member States, in a position to do so, to contribute to the regular resources of UNCDF to ensure that it can retain its support to 40 least developed countries, while continuing to attract increasing levels of non-core and thematic contributions, particularly from private sources;

5. *Decides* to hold a stakeholder consultation process in late 2012 on possible future directions for UNCDF.

28 June 2012

## 2012/13

### United Nations Volunteers: report of the Administrator

#### *The Executive Board*

1. *Takes note of* the report of the Administrator on United Nations Volunteers (UNV) (DP/2012/12);

2. *Commends* UNV for the successful commemoration of the tenth anniversary of the International Year of Volunteers;

3. *Commends* UNV for taking the lead in producing the first State of the World's Volunteerism Report and encourages UNV to continue its publication;

4. *Expresses appreciation* for the outstanding contribution of the high number of United Nations volunteers to peace and to the development achievements of programme countries and United Nations partners, including the continuous growth in the number of online volunteers;

5. *Encourages* UNV to expand volunteering opportunities for young people, as outlined in the five-year action agenda of the Secretary-General, and to this effect,

welcomes the initiative to establish a trust fund to receive voluntary contributions for the creation of a youth volunteer corps under the umbrella of UNV;

6. *Encourages* UNV to continue to innovate and to diversify volunteer modalities, including those involving South-South cooperation, regional approaches, the diaspora and private-sector volunteer opportunities;

7. *Takes note of* the UNV development of a results framework to measure its programmatic contributions to peace and development;

8. *Calls on* development partners and all United Nations Member States in a position to do so to increase funding to the Special Voluntary Fund to conduct research and training, to undertake pilot innovations and to explore other funding modalities;

9. *Encourages* governments, UNDP and United Nations organizations to recognize the contributions of volunteerism to community-centred sustainable development and well-being by integrating volunteerism into their programming;

10. *Takes note of* the expanded role and the increased responsibilities entrusted to UNV since its inception, and requests the Administrator, UNDP, to include in her next annual report to the Executive Board, an analysis of the evolution of the role of, and the functions fulfilled by, UNV over the past decades, and how these have influenced the operations of UNV;

11. *Calls upon* UNDP to continue to provide to UNV all necessary programmatic, administrative and legal support to achieve its mandate;

12. *Encourages* UNV to continue its support to accelerate the achievement of the Millennium Development Goals and to mainstream volunteerism into ongoing sustainable development efforts.

28 June 2012

#### **2012/14**

#### **Report of the Executive Director for 2011: progress in implementing the UNFPA strategic plan, 2008-2013**

##### *The Executive Board*

1. *Takes note of* the documents that make up the report of the Executive Director for 2011: DP/FPA/2012/6 (Part I, Part I/Add. 1 and Part II);

2. *Takes note of* the progress achieved in implementing the results frameworks of the UNFPA strategic plan, 2008-2013;

3. *Also takes note of* the efforts undertaken by UNFPA to implement the revised strategic direction and the recommendations of the midterm review of the strategic plan, 2008-2013, through the business plan;

4. *Welcomes* the improvements in the annual report of UNFPA, including the results analysis in the annexes to the report;

5. *Underlines* the need to continue ongoing efforts to achieve a consistent and harmonized use of results concepts and definitions by UNFPA and other funds and programmes of the United Nations;

6. *Welcomes* the road map to the next strategic plan, and encourages UNFPA to base its discussions of the next strategic plan, 2014-2017, on the revised strategic direction and the recommendations of the midterm review of the current strategic plan, 2008-2013, including lessons learned from the implementation of the results frameworks, in order to further strengthen the results focus of UNFPA, bearing in mind other processes relating to the United Nations development agenda;

7. *Appreciates* UNFPA efforts to develop the next strategic plan, 2014-2017, in a transparent and inclusive manner, and emphasizes the need to consult all relevant stakeholders, and, in this regard, underlines the need to consult programme countries on their experiences, lessons learned and priorities for the next strategic plan, 2014-2017.

29 June 2012

## 2012/15

### **Report on contributions by Member States and others to UNFPA, and revenue projections for 2012 and future years**

#### *The Executive Board*

1. *Takes note of* the report on contributions by Member States and others to UNFPA and revenue projections for 2012 and future years (DP/FPA/2012/7);

2. *Commends* the efforts being made by UNFPA to broaden its funding base and mobilize additional resources and other forms of support from diversified sources, including from the private sector;

3. *Emphasizes* that regular resources are the bedrock of UNFPA and essential to maintaining the multilateral, neutral and universal nature of its work, and encourages UNFPA to further mobilize these resources while also continuing to mobilize supplementary resources for its thematic funds and programmes;

4. *Encourages* all Member States to maintain their core contributions and also encourages countries that are in a position to do so, to increase their contributions, to make multi-year pledges, and to make their contributions by the first half of the year in order to ensure effective programming;

5. *Notes* the trend towards the increased use of restrictively earmarked contributions, and looks forward to an in-depth discussion on this issue at the annual session 2013 of the Executive Board;

6. *Encourages* all programme-country governments that are in a position to do so to expand contributions to programmes in their own countries;

7. *Emphasizes* that UNFPA needs strong political and increased financial support, as well as predictable core funding, in order to enhance its assistance to countries to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks and achieve the internationally agreed development goals, especially Millennium Development Goals 3, 4, 5 and 6.

29 June 2012

**2012/16****Annual report of the Executive Director, UNOPS***The Executive Board*

1. *Takes note of* the annual report of the Executive Director (DP/OPS/2012/4) and its annexes;
2. *Welcomes* the significant contributions made by UNOPS, often in the most challenging environments, to the operational results of the United Nations and its partners;
3. *Encourages* UNOPS to further mainstream the national capacity development agenda in the competency areas where UNOPS has a mandate and a recognized comparative advantage, namely, project management, infrastructure and procurement, including through the use of local resources;
4. *Takes note of* the steps taken to benchmark UNOPS services and processes against best practice independent standards, and the success of those efforts, as validated by independent third-party certifications on corporate quality management and procurement;
5. *Notes with appreciation* the efforts of UNOPS to publish detailed data on all projects under implementation, in full compliance with the standards of the International Aid Transparency Initiative, and in geocoded format.

28 June 2012

**2012/17****Request by Rwanda to present a draft common country programme document to the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP***The Executive Board*

1. *Recalls* its decisions 2001/11 and 2006/36 on the programming approval process;
2. *Notes* the request by Rwanda to present, on an exceptional basis, a draft common country programme document, incorporating a common narrative with an organization-specific results framework and related resource requirements, to the first regular session 2013 of the respective Executive Boards;
3. *Decides* to consider, on an exceptional basis, the draft common country programme document of Rwanda at the first regular session 2013 of the respective Executive Boards;
4. *Decides further* that the final common country programme document will be posted on the websites of the respective organizations no later than six weeks after the discussion at the respective Executive Boards;
5. *Emphasizes* that, in line with Executive Board decisions 2001/11 and 2006/36, the organization-specific component of the common country programme document will be approved, on a no-objection basis, without presentation or discussion, at the annual session 2013, unless at least five members have informed the respective secretariat, in writing before the session, of their wish to bring the final common country programme document before the Executive Board.

29 June 2012



**2012/18**

**Reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2011**

*The Executive Board*

*With respect to UNDP:*

1. *Takes note of* the report on internal audit and investigations in 2011 (DP/2012/13/Rev.1), the management response to that report, and the annual report of the Audit Advisory Committee;
2. *Expresses* its continuing support for strengthening the internal audit and investigation functions;
3. *Acknowledges and supports* the engagement of the Office of Audit and Investigations in initiating and coordinating joint audits of multi-partner trust funds, 'delivering as one' pilot and self-starter programmes and other joint activities, and furthermore encourages lessons learned from working collaboratively among United Nations organizations to be reflected in its joint work on audits, such as on the harmonized approach to cash transfers;
4. *Encourages* the Office of Audit and Investigations, in future annual reports, to highlight the positive aspects identified in the internal audits that have been undertaken, as well as to provide more explicit information on serious weaknesses identified by the internal audits, and urges UNDP to report on actions taken to address those weaknesses;
5. *Notes* the number of recurring recommendations on project management, procurement and human resources and urges UNDP to step up efforts to improve staff capacity and performance to improve this situation;
6. *Notes* the importance of the Office of Audit and Investigations for UNDP and, in this regard, encourages UNDP to ensure that the Office of Audit and Investigations has the level of resources, including staffing, to respond adequately to the needs for audit, investigation and advisory services;

*With respect to UNFPA:*

7. *Takes note of* the report of the Director of the Division for Oversight Services on internal audit and oversight activities in 2011 (DP/FPA/2012/9), the management response to that report, and the annual report of the Audit Advisory Committee and the management response thereto;
8. *Expresses* its continuing support for strengthening the oversight function;
9. *Notes* the number of outstanding recommendations from the previous reports of the Board of Auditors; welcomes the work undertaken by UNFPA to implement them, as well as the 15 recommendations of the Division for Oversight Services; and invites UNFPA to continue to act on those recommendations within its control;
10. *Invites* the Director, Division for Oversight Services, to reintroduce, in her forthcoming reports, information on the financial losses of UNFPA, as part of the reporting on financial misconduct;
11. *Notes* the importance of the Division for Oversight Services for UNFPA and, in this regard, encourages UNFPA to ensure that the Division for Oversight Services

has the level of resources, including staffing, to respond adequately to the needs for audit and advisory services;

*With respect to UNOPS:*

12. *Takes note of* the activity report of the Internal Audit and Investigations Group for 2011 (DP/OPS/2012/5), the management response to that report, and the annual report of the Strategy and Audit Advisory Committee;

13. *Takes note of* the progress made in implementing audit recommendations more than 18 months old;

*With respect to UNDP, UNFPA and UNOPS:*

14. *Supports* the commitment of UNDP, UNFPA and UNOPS to greater accountability and transparency;

15. *Recognizes* that the independence of the internal audit function and the transparency with respect to audits, financial reporting, risk management and internal controls strengthen accountability and increase public confidence;

16. *Decides* that the Directors of Internal Audit of UNDP, UNFPA and UNOPS will make publicly available the executive summaries of all internal audit reports issued after 30 June 2012;

17. *Decides* that the Directors of Internal Audit of UNDP, UNFPA and UNOPS will make publicly available all internal audit reports issued after 1 December 2012;

18. *Welcomes* the safeguards envisaged by UNDP, UNFPA and UNOPS in that regard;

19. *Decides* that, before disclosing an internal audit report that contains findings related to a specific Member State, the Director of Internal Audit will provide a copy of the report to the concerned Member State and provide the concerned Member State with adequate time to review and comment on the report, and, in this context, notes that where information contained in an internal audit report is deemed by the Administrator of UNDP, the Executive Directors of UNFPA and UNOPS or by the concerned Member State to be particularly sensitive (relating, inter alia, to third parties or to a country, government or administration); or as compromising pending action; or as being likely to endanger the safety and security of any individual, violate his or her rights or invade his or her privacy, such internal audit report may be redacted or withheld in its entirety at the discretion of the Director of Internal Audit;

20. *Requests* the Directors of Internal Audit of UNDP, UNFPA and UNOPS to include in their annual reports to the Executive Board the titles of all internal audit reports issued during the year and information on significant issues, if any, related to the public disclosure of internal audit reports, and to include in their 2014 annual reports an analysis of experience gained from public disclosure to date.

28 June 2012

## **2012/19**

### **Reports of the ethics offices of UNDP, UNFPA and UNOPS**

*The Executive Board*

1. *Takes note of* the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2012/14, DP/FPA/2012/10 and DP/OPS/2012/6);

2. *Recognizes* that the ethics offices contribute to fostering a culture of ethics, integrity and accountability in the organizations, and, in this regard, notes with appreciation the efforts of the ethics offices in setting standards and in providing policy support, training, education and outreach, guidance and advice, protection against retaliation, and review of financial disclosure statements;
3. *Welcomes* the participation of the ethics offices of UNDP, UNFPA and UNOPS in the United Nations Ethics Committee and in the Ethics Network of Multilateral Organizations, and notes with appreciation the contribution to system-wide collaboration and the development of a harmonized set of standards, policies and practices;
4. *Encourages* the management of UNDP, UNFPA and UNOPS to further strengthen the functions of their ethics offices in their respective organizations, to implement the recommendations to management to strengthen an organizational culture of integrity and compliance, and to provide sufficient resources for them to carry out their programmes of work;
5. *Looks forward to* the consideration of future annual reports of the ethics offices of the three organizations, pursuant to decision 2010/17, particularly trends in mandated activities, and recommendations to management to strengthen an organizational culture of integrity and compliance;
6. *Looks forward to* UNDP, UNFPA and UNOPS management responses to future annual reports of their respective ethics offices, including concrete initiatives to address the recommendations contained in the reports.

28 June 2012

**2012/20**

**Overview of decisions adopted by the Executive Board at its annual session 2012**

*The Executive Board*

*Recalls* that during its annual session 2012, it:

**Item 1**

**Organizational matters**

Approved the agenda and workplan for its annual session 2012 (DP/2012/L.2);

Approved the report of the first regular session 2012 (DP/2012/5 and DP/2012/5/Add.1);

Agreed to the following schedule of future sessions of the Executive Board in 2012:

Second regular session 2012: 4 to 10 September 2012;

Adopted the tentative workplan for the second regular session 2012 of the Executive Board.

**UNDP segment**

**Item 2**

**Annual report of the Administrator**

Adopted decision 2012/9 on the annual report of the Administrator on the strategic plan: performance and results for 2011;

Took note of the report of UNDP on the recommendations of the Joint Inspection Unit in 2011 (DP/2012/7/Add.1);

Took note of the statistical annex (DP/2012/7/Add.2).

### **Item 3**

#### **Funding commitments to UNDP**

Adopted decision 2012/10 on the status of regular resources funding commitments to UNDP and its funds and programmes for 2012 and onwards.

### **Item 4**

#### **Human Development Report**

Took note of the update on the *Human Development Report* preparations and consultations (DP/2012/9).

### **Item 5**

#### **Country programmes and related matters (UNDP)**

Adopted decision 2012/11 on UNDP assistance to Myanmar;

Adopted decision 2012/17 on the request by Rwanda to present a draft common country programme document to the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP;

Took note of the first one-year extensions of the country programmes for Bhutan, Cuba, Guinea-Bissau, Mali, Mexico, Nigeria and Togo, and the six-month extension of the country programme for Rwanda (DP/2012/10/Rev.1 and DP/2012/10/Add.1);

Approved the two-year extensions of the country programmes for Colombia, Comoros and Kuwait (DP/2012/10/Rev.1 and DP/2012/10/Add.1);

Approved the second one-year extensions of the country programmes for Namibia and Tunisia (DP/2012/10/Rev.1);

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

#### ***Africa***

Draft country programme document for Guinea (DP/DCP/GIN/2)

Draft country programme document for Lesotho (DP/DCP/LSO/2)

Draft country programme document for Mauritius (DP/DCP/MUS/3)

Draft country programme document for Sierra Leone (DP/DCP/SLE/2)

#### ***Arab States***

Draft country programme document for Djibouti (DP/DCP/DJI/2)

Draft country programme document for Jordan (DP/DCP/JOR/2)

#### ***Asia and the Pacific***

Draft country programme document for India (DP/DCP/IND/2)

Draft country programme document for Malaysia (DP/DCP/MYS/2)

Draft country programme document for Sri Lanka (DP/DCP/LKA/2)

***Europe and the Commonwealth of Independent States***

Draft country programme document for the Republic of Moldova (DP/DCP/MDA/2)

***Latin America and the Caribbean***

Draft country programme document for Belize (DP/DCP/BLZ/2)

Draft country programme document for Bolivia (Plurinational State of) (DP/DCP/BOL/2)

Draft country programme document for Costa Rica (DP/DCP/CRI/2).

**Item 6****United Nations Capital Development Fund (UNCDF)**

Adopted decision 2012/12 on the report on results achieved by UNCDF in 2011.

**Item 7****United Nations Volunteers**

Adopted decision 2012/13 on United Nations Volunteers: report of the Administrator.

**UNFPA segment****Item 8****Annual report of the Executive Director**

Adopted decision 2012/14 on the report of the Executive Director for 2011: progress in implementing the UNFPA strategic plan, 2008-2013.

**Item 9****Funding commitments to UNFPA**

Adopted decision 2012/15 on the report on contributions by Member States and others to UNFPA, and revenue projections for 2012 and future years.

**Item 10****Country programmes and related matters (UNFPA)**

Adopted decision 2012/17 on the request by Rwanda to present a draft common country programme document to the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and WFP;

Approved the two-year country programme extensions for Colombia (DP/FPA/2012/14) and Comoros (DP/FPA/2012/11);

Approved the second one-year country programme extensions for the Syrian Arab Republic and Tunisia (DP/FPA/2012/12);

Approved the third one-year country programme extension for Namibia (DP/FPA/2012/11);

Took note of the first one-year country programme extensions for Bhutan (DP/FPA/2012/13), Cuba (DP/FPA/2012/14), Guinea-Bissau (DP/FPA/2012/11(Add.1)), Mali (DP/FPA/2012/11 (Add.1)), Mexico (DP/FPA/2012/14), Nigeria (DP/FPA/2012/11)

and Togo (DP/FPA/2012/11), as well as the six-month country programme extension for Rwanda (DP/FPA/2012/11);

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

***Africa***

Draft country programme document for Guinea (DP/FPA/DCP/GIN/7)  
Draft country programme document for Lesotho (DP/FPA/DCP/LSO/6)  
Draft country programme document for Sierra Leone (DP/FPA/DCP/SLE/5)

***Arab States***

Draft country programme document for Djibouti (DP/FPA/DCP/DJI/4)  
Draft country programme document for Jordan (DP/FPA/DCP/JOR/8)

***Asia and the Pacific***

Draft country programme document for India (DP/FPA/DCP/IND/8)  
Draft country programme document for Nepal (DP/FPA/DCP/NPL/7)  
Draft country programme document for Pacific Island countries and territories (DP/FPA/DCP/PIC/5)  
Draft country programme document for Sri Lanka (DP/FPA/DCP/LKA/2);

***Eastern Europe and Central Asia***

Draft country programme document for the Republic of Moldova (DP/FPA/DCP/MDA/2);

***Latin America and the Caribbean***

Draft country programme document for Bolivia (Plurinational State of) (DP/FPA/DCP/BOL/5)  
Draft country programme document for Costa Rica (DP/FPA/DCP/CRI/4).

**UNOPS segment**

**Item 11**

**United Nations Office for Project Services**

Adopted decision 2012/16 on the annual report of the Executive Director.

**Joint segment**

**Item 12**

**Internal audit and oversight**

Adopted decision 2012/18 on the reports of UNDP, UNFPA and UNOPS on internal audit and oversight activities in 2011.

**Item 13**

**Reports of the ethics offices of UNDP, UNFPA and UNOPS**

Adopted decision 2012/19 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

**Item 14**  
**Other matters**

Held the following briefings and consultations:

**UNDP**

Informal consultation on: (a) lessons learned from annual reporting relevant to the design of the next UNDP strategic plan, 2014-2017, and the results framework; (b) oral briefing on the road map for implementing Executive Board decision 2011/14;

**UNOPS**

Informal consultation on the midterm review of the UNOPS strategic plan, 2010-2013;

**UNDP/UNFPA**

Joint informal consultation on the UNDP annual report on evaluation and on the UNFPA biennial report on evaluation.

*29 June 2012*

**2012/21**

**Annual review of the financial situation, 2011**

*The Executive Board*

1. *Takes note of* documents DP/2012/17 (Corr.1 and Corr.2) and DP/2012/17/Add.1;
2. *Notes* the slight increase in regular resources, which are necessary for UNDP to fulfil its mandate adequately, to effectively support the development agenda of partner countries, and to provide an adequate and secure regular funding base;
3. *Urges* Member States to support UNDP in reaching its regular resources targets and to commit, as early as possible, contributions to UNDP regular resources for 2012 and onwards, if possible through multi-year pledges;
4. *Recalls* the importance of funding predictability and the timeliness of payments to avoid liquidity constraints in regular resources.

*10 September 2012*

**2012/22**

**UNDP and UNFPA draft country programme documents for Eritrea**

*The Executive Board*

1. *Recalls* its decisions 2001/11 and 2006/36 on the programming approval process;
2. *Notes* the request by Eritrea to present, on an exceptional basis, the UNDP and UNFPA draft country programme documents to the first regular session 2013 of the Executive Board;

3. *Decides* to review and approve, on an exceptional basis, the UNDP and UNFPA draft country programme documents for Eritrea at the first regular session 2013 of the Executive Board.

10 September 2012

## 2012/23

### Evaluation (UNDP)

- (a) **Annual report on evaluation and the management response;**
- (b) **Evaluation of the UNDP contribution to strengthening electoral systems and processes and the management response; and**
- (c) **Evaluation of UNDP partnership with global funds and philanthropic foundations and the management response.**

#### *The Executive Board*

1. *Notes with appreciation* the activities of the Evaluation Office, in collaboration with other offices within UNDP, to build a culture of evaluation in UNDP, and to enhance the capacity, efficiency and effectiveness of the Evaluation Office; and encourages the Evaluation Office to build on this success to continue to enhance the learning and programme-improvement processes in UNDP;

2. *Further notes with appreciation* the efforts of management to prepare the management responses, and requests management, in its future responses, to state the concrete plans, actions and timeline to address the issues raised in the evaluation reports;

*With regard to the annual report on evaluation (DP/2012/20), and the management response thereto, the Executive Board:*

3. *Takes note of* the report and the management response, and welcomes the user-friendly format of the report;

4. *Requests* the Evaluation Office to adopt, in future reports, a more analytical approach that reflects evaluation trends over the years, including the measures taken and the progress made in strengthening the culture of evaluation in UNDP;

5. *Requests* UNDP to address the issues raised by the independent evaluations, especially with regard to ensuring more programmatic focus and more sustainability in development results, and taking steps to improve its programme and management efficiency;

6. *Further requests* UNDP to ensure that lessons learned and key findings of evaluation activities are taken into account during the preparation of the next strategic plan, 2014-2017;

7. *Notes with concern* the low compliance of country programmes with planned evaluations during the programme period, and further notes with concern that the quality of many of the decentralized evaluations remains low;

8. *Requests* management to take immediate action to improve the compliance rate and the quality of decentralized evaluations, and to establish a system to hold programme managers at all levels accountable for meeting all evaluation requirements;



9. *Also requests* UNDP, in cooperation with other United Nations organizations, to continue its support to national evaluation capacity development in a systematic manner, establishing measurable objectives, prioritized areas, and relevant, cost-effective approaches;

10. *Further requests* management to ensure that a management response is provided to decentralized evaluations in all regions;

11. *Approves* the revised programme of work for 2012 proposed by the Evaluation Office and the proposed programme of work for 2013;

*With regard to the report on evaluation of the UNDP contribution to strengthening electoral systems and processes (DP/2012/21) and the management response thereto (DP/2012/22), the Executive Board:*

12. *Takes note of* the report and the management response;

13. *Notes* UNDP electoral-support work in countries where Governments have requested this type of collaboration; and requests management to address the findings, conclusions and recommendations of the report (DP/2012/21) in those countries where electoral support is needed, according to national priorities, and is provided in collaboration with national authorities, in particular:

(a) To enhance the impartiality of country offices in providing electoral support and assistance, as identified in paragraph 17 of the report;

(b) To continue to support United Nations electoral assistance through UNDP development work and through collaboration with other relevant United Nations organizations in the application of the United Nations electoral assistance policy framework, as identified in paragraph 18 of the report;

(c) To institutionalize the use of electoral assistance policies and best practices in country offices, as identified in paragraph 19 of the report;

(d) To systemically use, at country level, best practices, institutional policies and analytical tools that UNDP has developed in the area of electoral assistance;

(e) To explore ways to ensure that electoral assistance is grounded in a broader democratic governance framework, in line with the recommendation in paragraph 43 of the report;

*With regard to the report on the evaluation of UNDP partnership with global funds and philanthropic foundations (DP/2012/23), and the management response thereto (DP/2012/24), the Executive Board:*

14. *Takes note of* the report and the management response;

15. *Requests* UNDP to ensure that its engagement with partners and funding mechanisms is aligned with its strategic priorities as stipulated in the UNDP strategic plan;

*With regard to the three above-mentioned reports, the Executive Board:*

16. *Requests* management to update the Executive Board on progress in implementing this decision and the key actions contained in the management responses, and to submit a report on the implementation of the evaluation recommendations to the second regular session 2013 of the Executive Board.

*10 September 2012*

**2012/24****UNOPS — Midterm review of the strategic plan, 2010-2013***The Executive Board*

1. *Takes note of* the significant contributions made by UNOPS to the operational results of the United Nations and its partners during the 2010-2011 biennium, and of the management results achieved during the same period;
2. *Welcomes* the proposed focus for the execution of its strategic plan, 2010-2013;
3. *Further welcomes* the consultative approach taken by UNOPS in conducting the midterm review of its strategic plan, 2010-2013;
4. *Encourages* UNOPS to hold consultations with the Executive Board in preparation for the new strategic plan, 2014-2017;
5. *Endorses* the midterm review of the strategic plan, 2010-2013, that highlights the enhanced focus of UNOPS, which seeks to maximize its comparative advantage and reduce overlap and duplication with the mandates of partner organizations;
6. *Appreciates* the increased emphasis on national capacity development and sustainable approaches to project management, procurement and infrastructure.

*10 September 2012***2012/25****UNOPS — Annual statistical report on the procurement activities of the United Nations system, 2011***The Executive Board*

1. *Takes note of* the annual statistical report on the procurement activities of the United Nations system, 2011 (DP/OPS/2012/8);
2. *Welcomes* the data presentation and analysis contained therein, as well as the relevance of the thematic supplement;
3. *Encourages* UNDP, UNFPA and UNOPS to enhance collaboration, with the involvement of other partner organizations, where possible, in order to realize the full potential of joint procurement activities;
4. *Calls upon* UNDP, UNFPA and UNOPS to cooperate at all levels (country, subregional, regional and headquarters), respecting each other's comparative advantages and mandates, in order to achieve better value for money through improved cost control and increased operational efficiencies and economies of scale, and to jointly report to the Executive Board at its second regular session 2013 on progress made thereon, including an analysis of opportunities and challenges of joint procurement activities;
5. *Encourages* UNDP, UNFPA and UNOPS to harmonize their procurement policies and procedures with a view to strengthening collaboration in procurement for the benefit of programme countries.

*10 September 2012*

**2012/26**

**Evaluation (UNFPA)**

**(a) Biennial report on evaluation; and**

**(b) Review of the UNFPA evaluation policy**

*The Executive Board*

1. *Takes note of* the biennial report on evaluation (DP/FPA/2012/8) and the management response thereto;
2. *Welcomes* the transparency of UNFPA in presenting the progress made as well as the issues affecting the evaluation function at UNFPA;
3. *Notes* the findings of the 2012 quality assessment of decentralized country-programme evaluations; further notes that UNFPA has made efforts to improve the quality of evaluations; and stresses the need to ensure a stable methodology for the evaluation quality assessment system;
4. *Acknowledges* the steps taken by UNFPA to improve the coverage and quality of decentralized country-programme evaluations, the use of evaluative evidence, and the efforts made to ensure that such evaluations are used to inform the next country programme cycle;
5. *Recognizes* the progress made towards systematic management responses and follow-up, and calls upon UNFPA to ensure the systematic implementation of management responses to evaluations;
6. *Requests* that future biennial reports on evaluation to the Executive Board address the findings and recommendations of evaluations, as called for in decision 2009/18;
7. *Takes note of* the biennial evaluation plan, 2012-2013;
8. *Takes note of* the review of the UNFPA evaluation policy by the United Nations Office of Internal Oversight Services and the management response thereto;
9. *Recalls* Executive Board decision 2009/18, which approved the UNFPA evaluation policy and made specific additional requests to UNFPA with regard to the evaluation function;
10. *Acknowledges* the progress made so far to enhance evaluation in UNFPA and appreciates the transparent manner in which it has conducted consultations with the Executive Board on this matter, and welcomes the commitment and the leadership of the Executive Director, UNFPA, in addressing the identified challenges and gaps in the evaluation function, and in championing a culture of evaluation within UNFPA;
11. *Acknowledges* the steps taken by UNFPA to enhance the evaluability of programmes through improved results-based programming and monitoring systems, and stresses the need for further efforts, and in this regard, welcomes the commitment of UNFPA to developing corporate-wide guidelines and tools to consistently monitor results;
12. *Welcomes* the commitment of UNFPA to ensure alignment of the evaluation function with the norms and standards of the United Nations Evaluation Group and

international best practices, including those of other United Nations funds and programmes;

13. *Emphasizes* the importance of global, thematic and other strategic evaluations as a basis for strategic discussions in the Executive Board;

14. *Requests* UNFPA to revise its evaluation policy and consider different options and models for the institutional set-up of the evaluation function, and while doing so to:

(a) Further clarify the purpose of independent evaluations and embedded evaluations, respectively;

(b) Ensure that the core evaluation tasks as specified in the chapter on the institutional framework and management of the evaluation function of the United Nations Evaluation Group, *Standards for Evaluation in the United Nations System*, are managed by a central independent evaluation body;

(c) Ensure the independence of the central evaluation body, with regard to, inter alia, accountability, reporting lines and a separate budget line, bearing in mind the specific purpose and methodology of evaluation;

(d) Ensure the alignment of evaluation planning and activities with the UNFPA strategic plan;

(e) Strengthen the strategic planning of evaluation, and hold timely consultations with the Executive Board on evaluation priorities;

15. *Looks forward to* the presentation by UNFPA of a revised evaluation policy no later than at the annual session 2013, and welcomes the intention of UNFPA to provide a road map to this end, including information on the timeline and planned consultations with the Executive Board;

16. *Notes* that sufficient human and financial resources should be allocated to both independent and embedded evaluations when developing the upcoming draft integrated budget.

*10 September 2012*

**2012/27**

**Road map towards an integrated budget, beginning 2014**

**(a) Joint UNDP, UNFPA and UNICEF review of the impact of cost definitions and the classification of activities on harmonized cost-recovery rates;**

**(b) Joint UNDP, UNFPA and UNICEF note on steps taken towards the integrated budget and the mock-up of the integrated budget.**

*The Executive Board*

1. *Recalls* the principle of full cost recovery as stipulated in General Assembly resolution 62/208, as well as the principle of avoiding the use of core resources to cover costs related to the management of non-core funds and their programme activities, as stipulated in General Assembly resolution 64/289 on system-wide coherence;

2. *Notes* that UNDP, UNFPA and UNICEF have different business models and mandates, and that this implies that their funding structures differ;

3. *Takes note of* the proposed harmonized conceptual framework for cost recovery, and appreciates the efforts to develop a simple, transparent and harmonized calculation methodology for cost-recovery rates;
4. *Further notes* that in the harmonized conceptual framework, costs should be defined and funded in line with the cost categories approved by the respective Executive Boards, and also notes that no distinction is made between fixed indirect costs and variable indirect costs;
5. *Requests* UNDP and UNFPA, in consultation with the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women, to further develop the harmonized conceptual framework and calculation methodology for cost-recovery rates to enable the Executive Board to take a decision on cost-recovery rates at its first regular session 2013;
6. *Requests* UNDP and UNFPA to provide to the Executive Board during the last trimester of 2012, in order to enable it to adopt a decision on cost-recovery rates at its first regular session 2013, further information, including organization-specific information, on the following:
  - (a) Critical cross-cutting functions, their funding, and the implications for cost-recovery rates;
  - (b) The way development effectiveness will be directly funded from core and non-core resources and the consequences for cost-recovery rates;
  - (c) The comparable and non-comparable special-purpose activities and associated costs, their funding, and the consequences for cost-recovery rates;
  - (d) The advantages and disadvantages of including or excluding United Nations development coordination activities in the cost-recovery calculation methodology and the consequences for cost-recovery rates;
  - (e) The transitional arrangements after the new cost-recovery rates are adopted;
  - (f) The way the new cost-recovery policy will help to achieve improved cost efficiency;
7. *Requests* UNDP and UNFPA to provide the Executive Board with an analysis for each respective organization of the following:
  - (a) Different scenarios of harmonized versus organization-specific cost-recovery rates and their possible consequences and risks;
  - (b) The effects of differentiated rates – those taking into account different volumes of funds and the different nature of funds, including, inter alia, complex development situations with attendant increased risks, programme-country contributions and the degree of earmarking – on mobilizing core as well as non-core contributions and the kinds of non-core contributions;
8. *Notes* the guiding principles of the integrated budget contained in the joint note of UNDP, UNFPA and UNICEF on steps taken towards the integrated budget and the mock-up of the integrated budget;
9. *Encourages* the further alignment of each organization's integrated budget with its strategic plan, including the resource plan, results frameworks and the linking of resources to results;

10. *Looks forward to* receiving, at the first regular session 2013, the mock-up of the integrated resource plan with a harmonized presentation of the cost-recovery amount and information on its use;

11. *Decides* that the resource projections and the integrated budget for all cost categories will cover a four-year period, coinciding with the duration of each organization's strategic plan, and that the integrated budget will be reviewed together with the midterm review of each organization's strategic plan.

10 September 2012

## 2012/28

### Programming arrangements, 2014-2017

#### *The Executive Board*

1. *Recalls* decision 2012/1 on the review of UNDP programming arrangements, 2008-2013;

2. *Takes note of* document DP/2012/25 and its corrigendum (DP/2012/25/Corr.1);

3. *Acknowledges* with appreciation the overarching assumption that the ongoing review of programming arrangements should not negatively affect its largest intended beneficiaries, i.e., the least developed countries and the low-income countries, as a large majority of their populations is affected by poverty, and poverty eradication continues to be a guiding focus of UNDP programming activities for 2014-2017;

4. *Acknowledges* the conceptual proposal provided by UNDP on global strategic presence, and requests UNDP to further elaborate possible policy options for global strategic presence, including physical presence in programme countries as requested in decision 2012/1, building on the elements discussed in paragraphs 11-14 of DP/2012/25;

5. *Takes note of* the analysis of the 'target for resource assignment from the core (TRAC)-1 framework discussed in chapter E contained in DP/2012/25;

6. *Decides* to adopt the hybrid gross national income (GNI)-based eligibility option in combination with the streamlined TRAC-1 allocation model for the 2014-2017 TRAC 1 allocation framework, subject to the provisions of this decision;

7. *Endorses* the introduction of a four-year averaging approach for GNI per capita and a system of biennial updates, with the following stipulations:

(a) That a four-year approach for GNI per capita averaging be applied, with the average GNI per capita of the years 2008-2011 applied to the first two years of the new programming arrangements period, 2014-2015, and the average GNI per capita of the years 2010-2013 applied to the last two years of the new programming arrangements period, 2016-2017;

(b) That the biennial updates will apply at the midpoint of the four-year period of the programming arrangements, and that only two groups of countries, (i) and (ii) below, would be affected:

(i) Middle-income countries, during 2014-2015, that cross the net contributor country threshold at the biennial update will be considered transitional net contributor countries during 2016-2017, but will not have their TRAC-1 allocation

adjusted; if they remain above the net contributor country threshold in 2018, they would be considered net contributor countries and be ineligible for TRAC-1 resources from 2018 onwards;

(ii) Transitional net contributor countries during 2014-2015 will become full net contributor countries during 2016-2017 if they remain above the net contributor country threshold at the biennial update; as such they will no longer receive TRAC-1 resources during 2016-2017;

(iii) For countries in all other categories, both TRAC-1 eligibility and TRAC-1 allocation levels will remain unchanged during the four-year programming arrangements period, 2014-2017;

8. *Endorses* the predictability parameters and a tiered approach for TRAC-1 allocations for countries, which, on the basis of a \$700 million annual regular resources-funded programming base, would be applied as follows:

(a) For least developed countries, a minimum range of 70-80 per cent of the prior period TRAC-1 will be guaranteed with a minimum of \$450,000 in those countries with a UNDP country office presence, and a minimum of \$50,000 in those countries without a UNDP country office presence;

(b) For low-income countries, a minimum range of 55-65 per cent of the prior period TRAC-1 will be guaranteed with a minimum of \$450,000 in those countries with a UNDP country office presence, and a minimum of \$50,000 in those countries without a UNDP country office presence;

(c) For low-income countries that are transitioning to middle-income country status in 2014-2017, a minimum range of 55-65 per cent of the prior period TRAC-1 will be guaranteed with a minimum of \$450,000 in those countries with a UNDP country office presence, and a minimum of \$50,000 in those countries without a UNDP country office presence;

(d) For middle-income countries with a GNI per capita under the \$6,660 threshold, a minimum range of 35-45 per cent of the prior period TRAC-1 will be guaranteed with a minimum of \$350,000 in those countries with a UNDP country office presence, and a minimum of \$50,000 in those countries without a UNDP country office presence;

(e) For middle-income countries with a GNI per capita above the threshold of \$6,660, a \$150,000 TRAC-1 allocation will be applied to those countries with a UNDP country office presence and a \$50,000 TRAC-1 allocation will be applied to those without a UNDP country office presence;

9. *Requests* UNDP to hold consultations with Member States on the outstanding elements for allocating resources among all the TRAC mechanisms, the regional and global programmes, and other fixed budget lines, in order to present a draft proposal on these elements, taking into consideration the needs of the largest intended beneficiaries, as outlined in paragraph 3 above, for consideration and approval by the Executive Board at its first regular session 2013, in order to inform the development of the draft integrated budget and the preparation of the next UNDP strategic plan.

*10 September 2012*

**2012/29**

**Overview of decisions adopted by the Executive Board at its second regular session 2012**

*The Executive Board*

*Recalls* that during its second regular session 2012, it:

**Item 1**

**Organizational matters**

Adopted the agenda and workplan for the second regular session 2012 (DP/2012/L.3);

Adopted the report of the annual session 2012 (DP/2012/15);

Agreed to the following schedule of sessions of the Executive Board in 2013:

Election of the 2013 Bureau:	7 January 2013
First regular session 2013:	28 January to 1 February 2013
Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP:	4 February 2013
Annual session 2013:	3 to 14 June 2013 (New York)
Second regular session 2013:	3 to 6 September 2013 (dates to be confirmed)

Adopted the tentative workplan for the first regular session 2013 and reviewed the draft annual workplan for 2013 (DP/2012/CRP.2).

**UNDP segment**

**Item 2**

**Financial, budgetary and administrative matters**

Adopted decision 2012/21 on the annual review of the financial situation, 2011.

**Item 3**

**Country programmes and related matters**

Adopted decision 2012/22 on the UNDP and UNFPA draft country programme documents for Eritrea;

Approved the following final country programme documents on a no-objection basis, without presentation or discussion, in accordance with decisions 2001/11 and 2006/36:

*Africa:* Guinea, Lesotho, Mauritius and Sierra Leone

*Arab States:* Djibouti and Jordan

*Asia and the Pacific:* India, Malaysia and Sri Lanka

*Europe and the Commonwealth of Independent States:* Republic of Moldova

*Latin America and the Caribbean:* Belize, Bolivia (Plurinational State of) and Costa Rica

Approved an additional six-month extension (January-June 2013) of the country programme for Egypt;



Approved the extension of the country programme for the Syrian Arab Republic, as contained in document DP/2012/28;

Took note of the following draft country programme documents and the organization-specific annex of the draft common country programme document for Pakistan, and the comments made thereon:

#### **Africa**

Draft country programme document for Cameroon (DP/DCP/CMR/2)

Draft country programme document for the Democratic Republic of the Congo (DP/DCP/COD/2)

Draft country programme document for Equatorial Guinea (DP/DCP/GNQ/2)

Draft country programme document for Liberia (DP/DCP/LBR/2)

Draft country programme document for South Africa (DP/DCP/ZAF/2)

#### **Arab States**

Draft country programme document for Libya (DP/DCP/LBY/2/Rev. 1)

Draft country programme document for the Sudan (DP/DCP/SDN/2)

Draft country programme document for the United Arab Emirates (DP/DCP/ARE/2)

#### **Asia and the Pacific**

Draft country programme document for Myanmar (DP/DCP/MMR/1)

Draft country programme document for Nepal (DP/DCP/NPL/2)

Draft country programme document for the Pacific Island countries and territories (DP/DSP/PIC/1)

Draft common country programme document for Pakistan (DP/DCCP/PAK/1)

#### **Latin America and the Caribbean**

Draft country programme document for Haiti (DP/DCP/HTI/2)

Draft country programme document for Nicaragua (DP/DCP/NIC/2).

#### **Item 4**

##### **Evaluation**

Adopted decision 2012/23 on evaluation (UNDP).

#### **Item 11**

##### **Programming arrangements**

Adopted decision 2012/28 on programming arrangements, 2014-2017.

#### **UNFPA segment**

##### **Item 5**

##### **Country programmes and related matters**

Adopted decision 2012/22 on the UNDP and UNFPA draft country programme documents for Eritrea;

Approved an additional six-month extension (January to June 2013) of the country programme for Egypt (DP/FPA/2012/15);

Approved the following final country programme documents on a no-objection basis, without presentation or discussion, in accordance with decisions 2001/11 and 2006/36:

*Africa:* Guinea, Lesotho and Sierra Leone

*Arab States:* Djibouti and Jordan

*Asia and the Pacific:* India, Nepal, Pacific Island countries and territories, and Sri Lanka

*Eastern Europe and Central Asia:* Republic of Moldova

*Latin America and the Caribbean:* Bolivia (Plurinational State of) and Costa Rica

Took note of the following draft country programme documents and the organization-specific annex of the draft common country programme document for Pakistan, and the comments made thereon:

#### **Africa**

Draft country programme document for Cameroon (DP/FPA/DCP/CMR/6)

Draft country programme document for the Democratic Republic of the Congo (DP/FPA/DCP/COD/4)

Draft country programme document for Equatorial Guinea (DP/FPA/DCP/GNQ/6)

Draft country programme document for Liberia (DP/FPA/DCP/LBR/4)

Draft country programme document for South Africa (DP/FPA/DCP/ZAF/4)

#### **Arab States**

Draft country programme document for the Sudan (DP/FPA/DCP/SDN/6)

#### **Asia and the Pacific**

Draft common country programme document for Pakistan (DP/FPA/DCCP/PAK/1)

#### **Latin America and the Caribbean**

Draft country programme document for Haiti (DP/FPA/DCP/HTI/5)

Draft country programme document for Nicaragua (DP/FPA/DCP/NIC/8).

#### **Item 6**

##### **Evaluation**

Adopted decision 2012/26 on the evaluation (UNFPA).

#### **UNOPS segment**

##### **Item 7**

##### **United Nations Office for Project Services**

Adopted decision 2012/24 on the midterm review of the strategic plan, 2010-2013;

Adopted decision 2012/25 on the annual statistical report on the procurement activities of the United Nations system, 2011.

## **Joint segment**

### **Item 8**

#### **Follow-up to the meeting of the UNAIDS Programme Coordinating Board**

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/2012/26-DP/FPA/2012/18).

### **Item 9**

#### **Financial, budgetary and administrative matters**

Adopted decision 2012/27 on the road map towards an integrated budget, beginning in 2014.

### **Item 10**

#### **Field Visits**

Took note of the report of the joint field visit to Djibouti (DP-FPA-OPS/2012/CRP.1-E/ICEF/2012/CRP.17), as well as the report of the joint field visit to Ethiopia (DP-FPA-OPS/2012/CRP.2-E/ICEF/2012/CRP.19).

Held the following informal briefings and consultations:

#### *UNDP*

Informal consultation on the outline for the design for the cumulative review of the current UNDP strategic plan, 2008-2013;

#### *UNFPA*

- (a) Informal consultation on the UNFPA strategic plan;
- (b) Briefing on the review of the International Conference on Population and Development beyond 2014;

#### *UNOPS*

Informal consultation on the UNOPS midterm review of the strategic plan, 2010-2013, and the road map towards the strategic plan, 2014-2017;

#### *UNDP, UNFPA, UNOPS and UNICEF*

- (a) Joint UNDP, UNFPA and UNOPS informal consultation on procurement;
- (b) Joint UNDP, UNFPA and UNICEF informal consultation on the integrated budget and cost recovery;
- (c) Joint UNDP, UNFPA and UNOPS informal consultation on human resources policies;
- (d) Joint informal briefing on the report of the United Nations Board of Auditors for the biennium that ended 31 December 2011, for UNDP, UNFPA and UNOPS.

**TENTATIVE WORKPLAN  
EXECUTIVE BOARD OF UNDP, UNFPA and UNOPS  
FIRST REGULAR SESSION 2013  
(28 January to 1 February 2013, New York)**

<i>Day/Date</i>	<i>Time</i>	<i>Item</i>	<i>Subject</i>
<b>Monday, 7 January</b>	11 a.m. – 12 p.m.		Election of the Bureau of the Executive Board for 2013
<b>Monday, 28 January</b>	10 a.m.- 1 p.m.	1	<p>ORGANIZATIONAL MATTERS</p> <ul style="list-style-type: none"> <li>• Adoption of the agenda and workplan for the session</li> <li>• Adoption of the report of the second regular session 2012</li> <li>• Adoption of the annual workplan 2013 of the Executive Board</li> </ul> <p style="text-align: center;"><b>UNDP SEGMENT</b></p> <p style="text-align: center;">STATEMENT BY THE ADMINISTRATOR</p> <p>GENDER IN UNDP</p> <ul style="list-style-type: none"> <li>• Oral report of the Administrator on the implementation of the UNDP gender equality strategy and action plan</li> </ul>
	1:15 – 2:45 p.m.		<i>Informal consultation on the preliminary findings of the evaluation of the UNDP strategic plan, 2008-2013</i>
	3-5 p.m.		<p>FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS</p> <ul style="list-style-type: none"> <li>• Review of the UNDP engagement in direct budget support and pooled funds (decision 2008/24)</li> </ul> <p>COUNTRY PROGRAMMES AND RELATED MATTERS</p> <ul style="list-style-type: none"> <li>• Draft common country programme document for Rwanda (decision 2012/17)</li> <li>• Draft country programme document for Eritrea (decision 2012/22)</li> <li>• Approval of country programme documents</li> </ul>
	5 - 6 p.m.		<i>Informal consultations on draft decisions</i>
<b>Tuesday, 29 January</b>	10 a.m.- 1 p.m.		<p style="text-align: center;"><b>UNFPA SEGMENT</b></p> <p style="text-align: center;">STATEMENT BY THE EXECUTIVE DIRECTOR</p> <p>COUNTRY PROGRAMMES AND RELATED MATTERS</p> <ul style="list-style-type: none"> <li>• Draft common country programme document for Rwanda (decision 2012/17)</li> <li>• Draft country programme document for Eritrea (decision 2012/22)</li> <li>• Approval of country programme documents</li> </ul>
	3 - 5 p.m.		<p style="text-align: center;"><b>UNDP SEGMENT (cont'd)</b></p> <p>EVALUATION</p> <ul style="list-style-type: none"> <li>• Evaluation of UNDP contribution to poverty reduction and management response</li> <li>• Evaluation of UNDP support to conflict-affected countries in the context of United Nations peace operations and management response</li> </ul>
	5 - 6 p.m.		<i>Informal consultations on draft decisions</i>
<b>Wednesday, 30 January</b>	10 a.m.- 1 p.m.		<b>UNDP SEGMENT (cont'd)</b>
	3 – 5 p.m.		<p style="text-align: center;"><b>JOINT SEGMENT</b></p> <p>RECOMMENDATIONS OF THE BOARD OF AUDITORS</p> <ul style="list-style-type: none"> <li>• Reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the Board of Auditors for the biennium 2010-2011</li> </ul>

<i>Day/Date</i>	<i>Time</i>	<i>Item</i>	<i>Subject</i>
			REPORT TO THE ECONOMIC AND SOCIAL COUNCIL <ul style="list-style-type: none"> <li>• Report of the Administrator of UNDP and of the Executive Directors of UNFPA and UNOPS to the Economic and Social Council</li> </ul>
	5-6 p.m.		<i>Informal consultations on draft decisions</i>
<b>Thursday, 31 January</b>			<b>JOINT SEGMENT (cont'd)</b>
	12 – 1 p.m.		<i>Informal consultations on draft decisions</i>
	3 – 6 p.m.	1	OTHER MATTERS <ul style="list-style-type: none"> <li>• Adoption of pending decisions</li> </ul> ORGANIZATIONAL MATTERS <ul style="list-style-type: none"> <li>• Adoption of the tentative workplan for the annual session 2013</li> </ul>
<b>Friday, 1 February</b>			
<b>Monday, 4 February</b>			JOINT MEETING OF THE EXECUTIVE BOARDS OF UNDP, UNFPA and UNOPS, UNICEF, UN-WOMEN AND WFP