



United Nations

**Executive Board of the
United Nations Development
Programme/United Nations
Population Fund**

**Report of the Executive Board on its work
during 2007**

**Economic and Social Council
Official Records, 2007
Supplement No. 15**

Economic and Social Council
Official Records, 2007
Supplement No. 15

**Executive Board of the United Nations
Development Programme/United Nations
Population Fund**

Report of the Executive Board on its work during 2007



United Nations • New York, 2007

Note

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

Contents

<i>Chapter</i>	<i>Page</i>
Part one. First regular session	
I. Organizational matters	2
<i>UNDP segment</i>	
II. UNDP strategic plan, 2008-2011	4
III. Assessment of programming arrangements, 2004-2007	5
IV. Country programmes and related matters	6
V. Evaluation	9
VI. Gender in UNDP	10
VII. United Nations Capital Development Fund	11
VIII. United Nations Office for Project Services	12
<i>Joint UNDP/UNFPA segment</i>	
IX. Financial, budgetary and administrative matters	12
X. Recommendations of the Board of Auditors	13
XI. Report to the Economic and Social Council	15
<i>UNFPA segment</i>	
XII. Country programmes and related matters	20
XIII. UNFPA role in emergency preparedness, humanitarian response and transition and recovery	21
XIV. Other matters	22
Part two. Annual session	
I. Organizational matters	24
<i>UNFPA segment</i>	
II. Annual report of the Executive Director	24
III. Funding commitments to UNFPA	26
IV. UNFPA strategic plan, 2008-2011	27
V. UNFPA country programmes and related matters	28
VI. Financial, budgetary and administrative matters	29
<i>UNDP segment</i>	
VII. Annual report of the Administrator	30

VIII.	Funding commitments to UNDP	32
IX.	UNDP strategic plan, 2008-2011	32
X.	Evaluation	33
XI.	Human Development Report	34
XII.	UNDP country programmes and related matters	35
XIII.	South-South cooperation	36
XIV.	United Nations Capital Development Fund	37
XV.	United Nations Office for Project Services	38
XVI.	United Nations Development Fund for Women	39
XVII.	Financial, budgetary and administrative matters	
	- Cost recovery	40
	<i>Joint UNDP/UNFPA segment</i>	
XVIII.	Internal audit and oversight	42
XIX.	Financial, budgetary and administrative matters (continued)	
	- Results-based budgeting	44
XX.	Field visits	45
XXI.	Other matters	45
 Part three. Second regular session		
I.	Organizational matters	48
	<i>UNDP segment</i>	
II.	Financial, budgetary and administrative matters	50
III.	UNDP strategic plan, 2008-2011	50
IV.	Programming arrangements	52
V.	United Nations Development Fund for Women	53
VI.	UNDP country programmes and related matters	54
VII.	United Nations Office for Project Services	55
VIII.	United Nations Capital Development Fund	55
	<i>UNFPA segment</i>	
IX.	Statement by the Executive Director and financial, budgetary and administrative matters	56
X.	UNFPA strategic plan and related matters	59
XI.	Country programmes and related matters	60
	<i>Joint UNDP/UNFPA segment</i>	
XII.	Internal audit and oversight	61
XIII.	Follow-up to the Joint United Nations Programme on HIV/AIDS Programme Coordinating Board meeting	62
XIV.	Field visits	63
XV.	Other matters	63

<i>Annexes to the report of the second regular session 2007</i>	
1. Item 9: UNFPA strategic plan and related matters	64
2. Statements made by delegations on the adoption of decision 2007/32 during the resumed second regular session, 5 October 2007.	66
<i>Annexes to the report of the Executive Board on its work during 2007</i>	
I. Decisions adopted by the Executive Board during 2007	75
II. Membership of the Executive Board in 2007	118

Part one
First regular session

**Held at United Nations Headquarters in New York
from 19 to 26 January 2007**

I. Organizational matters

1. The first regular session 2007 of the Executive Board of UNDP and UNFPA was held at United Nations Headquarters, New York, from 23 to 26 January 2007.

2. The Executive Board elected the following members of the Bureau for 2007:

President: H.E. Mr. Carsten Staur (Denmark)
Vice-President: Ms. Fernande Afiavi Houngbedji (Benin)
Vice-President: H.E. Mr. Iftekhar Ahmed Chowdhury (Bangladesh)
Vice-President: Mr. José Briz Gutiérrez (Guatemala)
Vice-President: Mr. Andriy Nikitov (Ukraine)

3. Upon his election, the new President made an introductory statement that was posted on the web site of the Executive Board secretariat at www.undp.org/execbrd.

4. At the session, the Executive Board approved the agenda and work plan for its first regular session 2007 (DP/2007/L.1) and the report of the second regular session 2006 (DP/2007/1). The Executive Board reviewed the tentative annual work plan 2007 (DP/2007/CRP.1) and the tentative work plan for the annual session 2007, and agreed to finalize both documents following further discussions.

5. Decisions adopted by the Executive Board in 2006 appeared in document DP/2007/2, while decisions adopted at the first regular session 2007 were included in document DP/2007/16, which is available on the web site of the Executive Board secretariat at www.undp.org/execbrd.

6. The Executive Board agreed in decision 2007/12 to the following schedule of future sessions of the Executive Board in 2007:

Annual session 2007:	11 to 22 June 2007
Second regular session 2007:	10 to 14 September 2007.

Statement by the Administrator

7. The Administrator highlighted priority areas for UNDP in its efforts to help United Nations reform as well as achieve the Millennium Development Goals (MDGs). He emphasized accountability and transparency, risk management and organizational restructuring for greater efficiency and results delivery. He stressed the importance of auditing as a way to continue reaching for the highest standards of accountability, further bolstered by the independent audit board and the adoption of the International Public Sector Accounting Standards (IPSAS).

8. He underscored the synergistic role of resident coordinators in the context of ongoing reforms; reiterated that space remained for the unique mandates and roles of United Nations agencies, funds and programmes; clarified the roles of resident coordinators and country directors; and distinguished between his role and that of the Associate Administrator, who was largely responsible for day-to-day operations.

9. Noting the growing inequalities in wealth distribution, the Administrator introduced the concept of 'economic institution building' as a spur to growth that would benefit a wider cross-section of a given society. Cautioning that there was no 'one-size-fits-all' model, he reaffirmed the commitment of UNDP to continue pressing for gender equality, parity and mainstreaming and sustainable

environmental protection and development. He noted the tremendous potential of microfinance and South-South cooperation in national capacity development efforts.

10. Delegations thanked the Administrator for his clear, detailed introduction and encouraged UNDP to maximize use of its structures and competencies to streamline United Nations efforts toward coherence and coordination. They concurred with the focus of the Administrator in continuing to work toward strengthening national ownership, national capacity-building and technical capacity – all key development drivers.

11. In the context of ‘One United Nations’ pilots, ongoing UNDP work in enhancing the resident coordinator system and removing overlap and redundancies was also appreciated; many delegations asked that work proceed in the area of regional and subregional teams as well. Delegations called for continuing decentralization to achieve greater organizational flexibility and to help UNDP focus more concretely on local priorities and national capacity-building. In support of that goal, they recommended pooling resources and common budgetary frameworks to help ensure relevant local development initiatives.

12. Delegations expressed the need to ensure UNDP had a secure and stable source of core funding from which it could continue to provide services to programmatic countries. They requested that UNDP strengthen partnerships with Bretton Woods institutions such as the World Bank, and with other United Nations system organizations, such as the United Nations Volunteers programme; wider cooperation would help UNDP foster greater harmonization, reinforce operational activities and maximize resources to deliver on-the-ground impact.

13. Several delegations reiterated that deliberations on UNDP operational activities should take place in the context of the triennial comprehensive policy review framework, and emphasized how this would help guide UNDP in its reform leadership. Those same delegations reminded UNDP that its contributions to reform and system coordination are inherently tied to achieving nationally developed targets and the MDGs.

14. Delegations strongly encouraged continued efforts by UNDP to promote gender equality and empowerment, adding that previous work had lacked focus and the needed human and financial resources. More needed to be done in UNDP operational and policy areas, and delegations requested closer collaboration between UNDP and other United Nations organizations – such as the United Nations Development Fund for Women (UNIFEM) – to foster greater harmonization.

15. In discussing the UNDP strategic plan, delegations were generally pleased with its conceptual approach but stressed that the plan should provide a clearer outline of programme choices, delivery, reporting, costing and investments, as well as efficiency gains and accountability. These should be linked to benchmarks to help gauge results. If that approach was adopted, delegations felt that the strategic plan would help bolster the credibility of UNDP and its work.

16. In his response, the Administrator thanked the Executive Board for its comments and reassured members that UNDP would press forward. In developing the strategic plan, continued feedback would be necessary. He suggested that the biggest challenges moving forward revolved around making growth inclusive and promoting sound economic governance; grassroots development and distribution of productivity and capacity must drive this process.

UNDP segment

II. UNDP strategic plan, 2008-2011

17. The UNDP strategic plan outline (DP/2007/CRP.2) was presented by the UNDP Associate Administrator. Delegations noted that the UNDP strategic plan, 2008-2011, was intended to replace the outgoing multi-year funding framework (MYFF) budgetary mechanism.

18. Recognizing the universal, neutral and flexible character of the strategic plan, and its contribution towards results-based budgeting, delegations welcomed the plan but asked for a more goal-oriented format. Some suggested using a logical framework approach, while others recommended a coherent format harmonized with those of other organizations, such as the United Nations Children's Fund (UNICEF) and UNFPA. Delegations discouraged UNDP from providing focus area results by citing anecdotal examples of programmes.

19. Many delegations felt that the strategic plan should use South-South cooperation, national ownership, gender mainstreaming, human security and community-based development as key strategic pillars. Two delegations pointed out that the strategic plan must not be seen simply as a funding framework but rather as a holistic document. It should be configured with reasonable targets and straightforward oversight mechanisms, allowing the Board to conduct its own monitoring, evaluation and analysis of costs and benefits. Enhanced monitoring and reporting at the country level and better integration of a human rights-based approach were also requested.

20. A few delegations asked that the 'lessons learned' from the MYFF be fully considered in developing and finalizing the new plan, while some asked UNDP to consider reverting to indicators and service lines from the MYFF, which they felt gave a clearer idea of actual UNDP activities. Noting how closely the 2011 expiry date of the strategic plan coincided with the 2015 MDG targets, and bearing in mind that planning would already have started on post-2015 goals by that time, one delegation suggested the strategic plan should have built-in flexibility to take post-2015 goals into consideration as a part of the activities under the MDGs focus area.

21. A number of delegations felt that, in the interest of continued alignment and transparency, UNDP should use the terminology of the Development Assistance Committee of the Organisation for Economic Co-operation and Development in its strategic plan.

22. The concept of UNDP working more closely with the United Nations Environment Programme was welcomed by many delegations, although they asked for additional details as to the nature and scope of the cooperation. Delegations also called for continued strategies to bring wider United Nations system coherence in areas of gender. In that regard, they signalled, UNDP should work closely with UNFPA, UNIFEM and UNICEF.

23. All delegations requested continued consultations to help tighten the 'concreteness' of the strategic plan and better understand the specifics of UNDP interventions in areas such as environment, poverty reduction and inclusive growth. They felt that this would help allay concerns of overlap with other organizations,

highlight UNDP comparative advantages and keep the organization focused on its mandate.

24. The Associate Administrator took note of the positive comments on the strategic plan, acknowledging that more work needed to be done to sharpen the focus in areas where UNDP can contribute substantively to development. He assured the Board that far from being ignored, lessons learned from the previous MYFF would form the foundation for organizational options and choices moving forward. He pledged to add a gender dimension to the strategic plan results areas, and reiterated the importance of South-South cooperation in UNDP work.

25. The Executive Board adopted decision 2007/2 on the annotated outline of the UNDP strategic plan, 2008-2011.

III. Assessment of programming arrangements, 2004-2007

26. The Director, Bureau of Management, presented the assessment of programming arrangements (DP/2007/8), highlighting the convergence of the strategic plan, programming arrangements and the biennial support budget. Moving forward, key priorities would include: streamline and simplify programme arrangements; use core resources to generate maximum impact; and continue with the reform agenda.

27. Executive Board members took note of the assessment of programming arrangements and commended UNDP in harmonizing the strategic results framework with the revised programming arrangements and the biennial support budget.

28. Delegations felt that UNDP should continue its work in middle-income countries, but not at the cost of reducing resources for low-income countries. They agreed that core resource allocation should favour least developed and low-income countries. Delegations reminded the organization that it should work toward a human rights-based approach in its programmatic work.

29. One delegation recognized UNDP efforts to address challenges in four key areas, but asked whether these areas had been correctly identified. Other delegations asked that country distribution methodology regarding target for resource assignment from the core (TRAC) 1.1.1 be maintained. New criteria should be cautiously addressed and studied, taking into consideration their possible impact on achieving overall TRAC objectives.

30. One delegation felt that the TRAC 1.1.2 allocation framework and its relationship with TRAC 1.1.1 needed further evaluation. Since regional/global programmes and TRAC 1.1.3 were not covered in DP/2007/8, the delegation asked that assessment and consultations be provided before the annual session 2007.

31. The Executive Board took note of the assessment report on programming arrangements, 2004-2007, in its decision 2007/3.

IV. Country programmes and related matters

32. In introducing the item, the President reiterated that, in accordance with decision 2001/11, country programmes would be approved at each first regular session in January on a no-objection basis, without presentation or discussion, unless at least five Board members had informed the secretariat in writing before the meeting of their wish to bring a particular country programme before the Executive Board.

33. The Executive Board approved, on a no-objection basis, the country programmes for Algeria, Belize, Brazil, Central African Republic, Chile, Croatia, Dominican Republic, Egypt, El Salvador, Eritrea, Ethiopia, Gabon, Gambia, Guinea, Honduras, Jamaica, Lao People's Democratic Republic, Mongolia, Morocco, Mozambique, Panama, Paraguay, Republic of Moldova, Republic of Montenegro, Sao Tome and Principe, Saudi Arabia, Senegal, Seychelles, Somalia, South Africa, Syrian Arab Republic, Tanzania, Thailand, Tunisia, Uruguay, Yemen, Zambia and Zimbabwe.

34. Several delegations expressed satisfaction with the approval of their respective country programmes, and looked forward to continued partnerships with UNDP in national capacity-building and human development. Delegations cited the increased use of cross-cutting approaches and opportunities for national capacity-building in their programmes. One delegation thanked UNDP for its help in designing a violence control programme in response to gang violence in its country. Another thanked UNDP for helping its country transition towards a market economy, pledging to continue striving to achieve the MDGs and the country programme goals in a timely manner.

35. Another delegation mentioned key areas where UNDP assistance and guidance had produced positive results, namely: human rights, women's rights and the revision of family, labour and criminal codes. Democratic development, eradication of poverty and sustainable development were listed as key issues to be tackled with UNDP support.

Democratic People's Republic of Korea

36. Following extensive consultations with Executive Board members, the Associate Administrator outlined steps towards a resolution and approval for the country programme for the Democratic People's Republic of Korea. These included: a full external audit of the country programme by the Board of Auditors within three months; adjustment of the content and modalities of implementation of the new programme; maintenance of total resource allocation at \$17.9 million; extension of the implementation of the 2005-2006 country programme under direct execution; an end to all hard-currency payments by 1 March 2007; oversight of projects during the transition period through onsite inspections, starting immediately; and control of acquisitions and use of project equipment. The full text of the Associate Administrator's statement follows:

With regard to the country programme for the Democratic People's Republic of Korea, allow me to make a few remarks.

Following extensive consultations with members of the Executive Board on the country programme, we would like to suggest a way forward to address the concerns that have been raised. Let me emphasize that UNDP, as a general rule and

practice, only can and will operate country programmes as requested and approved by the Executive Board. It is in this context that the following submission to the Executive Board should be understood as an outcome of consultations. It is intended to be an approach that is in the collective interests of all to ensure that ongoing activities and new activities continue to meet the standards that UNDP would like to see everywhere in the world, recognizing situations where we have to work in very complex circumstances.

With your support, the way forward for the work of UNDP in the DPRK would be based on the following intended steps, to be taken under the Administrator's authority:

- (a) Conduct an external audit of the DPRK country programme to be completed by the Board of Auditors within a three-month time frame, as per the Secretary-General's proposal of 22 January 2007. The review will be conducted in compliance with international standards of auditing and within the provisions of Article VII of the United Nations financial regulations governing activities of the Board of Auditors;
- (b) Adjust the content and modalities of implementation of the new programme (2007-2009), confined to supporting sustainable human development objectives, while maintaining the total resource envelope at \$17.91 million;
- (c) The Executive Board will take action on the new programme at such time as the adjustments required under paragraphs 1 and 2 have been made;
- (d) With all implementation under DEX and/or agency execution modality, extend implementation of remaining parts of projects under the 2005-2006 country programme to support sustainable human development objectives;
- (e) Ensure implementation, by 1 March, 2007 at the latest, of measures to:
 - (i) End all payments in hard currency to government, national partners, local staff and local vendors;
 - (ii) Discontinue sub-contracting of national staff via government recruitment; and
- (f) Within the existing monitoring policy, further implementation of a monitoring and evaluation plan to ensure oversight of projects, including ensuring that on-site inspections take place without delays during the transition period, and controls on the acquisition and use of project equipment.

Thank you for your consideration.

37. The President of the Board reiterated that extensive consultations had taken place between delegations and the Administrator in elaborating the way forward. He explained that, in accordance with decision 2006/36, once the required adjustments to the country programme had been made, the revised country programme document would be posted on the Executive Board website for Board approval on a 'silent procedure' basis. The no-objection period would last six weeks. The full text of his statement follows:

It is my understanding that wide consultations have taken place with regard to the elaboration by the Administrator of the proposal on how to take this forward.

I would like to clarify my understanding of how we will now proceed. As soon as the required adjustments have been made, UNDP will submit the revised country programme document for approval by the Board on a silent procedure basis by placing it on the Executive Board website, in accordance with the procedure contained in decision 2006/36. The no-objection period will be six weeks in duration.

I take it that the Board would wish to support the approach taken by the Administrator and in this respect takes note of the Administrator's statement.

Thank you very much. I would now, as President of the Board, like to express my deep appreciation to the Administrator for the leadership and action which he has taken and to confirm that in taking this approach the Administrator has the full support of the Board.

Let me also take this opportunity to sincerely thank all members of the Board for the constructive spirit in which we have been able to reach an agreement.

My statement will be recorded in full in the report of this session.

38. No objections were raised to the way forward proposed by the President.

39. The President expressed deep appreciation for the leadership provided by the Administrator and confirmed that, in taking the approach outlined, he enjoyed the full support of the Board. The President thanked delegations for the constructive spirit in which the agreement had been reached.

40. In the ensuing discussions, the delegation of Canada called for continued monitoring of country programmes to ensure that UNDP remained meaningful, accountable and 'for the people' at the country level, continuing to focus on humanitarian and development needs and remain responsible for transparency and accountability in accordance with international standards.

41. The delegation of the Russian Federation opposed the manipulation and politicization of the operational activities and discussions of the Board, arguing that these undermined the work of UNDP.

42. The delegation of Japan reiterated that Member States are committed to abide by the Charter of the United Nations, adding that countries not complying with Security Council resolutions are in violation of their obligations and should not receive United Nations funds, particularly for programmes with strong economic and social development features aimed at supporting the government. Assistance to such countries should be of a humanitarian nature, and delivered directly to the people in need.

43. The delegation of Bangladesh (representing the Asia and the Pacific group of countries) and the delegation of Guatemala (representing Latin America and the Caribbean) cautioned against the Board's becoming partisan, and voiced strong support for a neutral, non-political forum. Cuba, as an observer delegation, asked why the Board was caught up in 'miserly interests' when there were pressing issues to address, such as achieving the MDGs and having more countries pledge 0.7 per cent of their gross domestic product to development activities. The delegation expressed concern about the potentially negative precedent being set by reopening the debate on the country programme of the Democratic People's Republic of Korea.

44. Several delegations reaffirmed the universality, neutrality and demand-driven nature of country programmes, and underscored the importance of national ownership. They stated that Member States should refrain from politicizing the work of the Executive Board.

45. The delegation of the Democratic People's Republic of Korea objected to reopening the discussion of its country programme. The delegation stated that the written suggestion by certain member states at the instigation of Japan and United States to reopen the discussion on the country programme document for the DPR Korea clearly constituted an attempt to politicize the international assistance for their own political purposes. The delegation reminded the Executive Board that the United States, timed with the beginning of the Board session, had been actively mobilizing its mass media to distort UNDP activities in the DPR Korea, with a view to damaging the image of UNDP and the DPR Korea. The delegation said that it rejected categorically the distorted and fabricated allegations made by the United States through its media. The delegation reiterated that the country programme document had been formulated on the basis of the United Nations Strategic Framework through the Government-United Nations consultations, and that it had been positively considered by the Board at its second regular session 2006. The delegation made clear its position that it would reject any assistance with political conditions irrespective of its quantity and content, and stressed that the process of direct recruitment of national staff should not lead to any disturbance in the implementation of project activities. Finally, the delegation agreed to the measures introduced by UNDP, even though it was not satisfied with them, as a way to resolve the situation and avoid setting a negative precedent.

V. Evaluation

46. Delegations thanked the Director, Evaluation Office for introducing evaluations on: UNDP assistance to conflict-affected countries (DP/2007/3); the National Human Development Report system (DP/2007/5); and the joint assessment on the cooperation agreement between the United Nations Industrial Development Organization (UNIDO) and UNDP and the joint UNDP-UNIDO management response (DP/2007/7). They also thanked the Associate Administrator for the management responses to UNDP assistance to conflict-affected countries (DP/2007/4) and the National Human Development Report system (DP/2007/6).

47. Regarding the evaluations of the National Human Development Report system and the joint assessment agreement between UNIDO and UNDP, most Executive Board members welcomed the reports and agreed with the recommendations outlined. Delegations expressed support for the management response to fulfilling evaluation recommendations, adding that the reports should be used in ongoing dialogue for human development, strengthening national ownership of the report and working to preserve the quality of reporting. Members were supportive of building a stronger relationship between UNDP and UNIDO.

48. Delegations expressed continued support for the important dual responsibility of UNDP as leader in early-recovery situations and coordinator of development activities. However, many Board members felt that the recommendations on UNDP assistance to conflict-affected countries were outside the mandate of the

organization, and that discussions at the Economic and Social Council and the General Assembly would be required before they could be implemented.

49. Those delegations expressed concern that management had begun acting on evaluation outcomes before approval, particularly in the context of lack of intergovernmental discussions on the UNDP strategic plan. They requested withdrawal of the two reports, and expressed concern that the evaluation report and management response appeared to be building a new framework based on non-agreed-upon concepts and building structural linkages with other organizations with different mandates. They felt that the evaluation and the response needed further study and that a decision would be inappropriate at this point. They asked that UNDP continue to foster development competencies while refraining from engagement in the political aspects of conflict. They requested that UNDP review its management response to the evaluation in the light of views expressed by Member States, and present a revised response for consideration by the Board at its annual session 2007, subsequent to further briefings and informal consultations.

50. The Executive Board adopted decision 2007/4 on the evaluation of UNDP assistance to conflict-affected countries; 2007/5 on the evaluation of the National Human Development Report system; and 2007/6 on the joint assessment of the progress in the implementation of the cooperation agreement between UNIDO and UNDP.

VI. Gender in UNDP

51. The Associate Administrator introduced two documents to be discussed under this agenda item: the 2006 progress report on the implementation of the gender action plan (DP/2007/9) and the follow-up to the report of Administrator on the organizational assessment of UNIFEM (DP/2007/10). He highlighted the comprehensive gender activities of UNDP in 2006; introduced the recently-appointed Director of the UNDP gender team; and highlighted the memorandum of understanding with UNIFEM to guide joint programming and capitalize on UNIFEM expertise and knowledge.

52. Executive Board members thanked the Associate Administrator for outlining progress in the area of gender. They confirmed it as a key 'development driver', recognized UNDP efforts to implement its gender action plan and establish its gender steering and implementation committee, and reaffirmed that more work remained to be done.

53. Many delegations asked UNDP to enhance the tracking, monitoring and reporting of concrete gender results linked to achieving the MDGs. Those delegations felt that UNDP must continue to strengthen the ability of United Nations country teams (UNCTs) to integrate gender-related results into programming.

54. Delegations requested further information on joint exercises between UNDP and UNIFEM and on coherence and comparative advantages. Many thought UNDP should better maximize the technical contributions of UNIFEM at the country level – whether the organization was resident in a given country or not.

55. Several delegations asked UNDP to provide a more detailed outline of the human and financial resources required to implement the gender action plan. Those

delegations noted that work on gender equality issues required people and budget, and that while the initial \$10 million allocated in 2006 was a good start, new and meaningful investments would accelerate progress. Those delegations would be reviewing the amount budgeted as an indication of the priority accorded to gender by UNDP.

56. One delegation reiterated the importance of ensuring that gender issues not be seen as 'add-ons' to the strategic plan, but as a core element, with measurable results. In that light, UNDP must do a better job analysing and communicating achievements and results.

57. The Executive Board adopted decision 2007/7 on the annual progress report of the Administrator on implementation of the gender action plan and follow-up to the report of the Administrator on the organizational assessment of UNIFEM.

VII. United Nations Capital Development Fund

58. The Associate Administrator of UNDP and the Executive Director of the United Nations Capital Development Fund (UNCDF) opened the session with a brief overview of the strategic agreement between UNDP and UNCDF (DP/2007/11).

59. Delegations were pleased with the rapid progress of the organization in connection with resources, function and structure in the context of United Nations reform. They underlined the important role that UNCDF plays on the ground in least developed countries (LDCs), noting with appreciation that the presentation made by the Executive Director showed that a results-based approach was not just theoretical.

60. Many delegations stressed that, while discussion on complementary strengths and strategic partnerships in the context of the evolving UNDP strategic plan was important, the independence of UNCDF must not be threatened. They added that UNCDF demonstrably provided unique, efficient and effective services to LDCs.

61. Some delegations expressed appreciation for the integration of local development and microfinance practice areas into the key results of the UNDP strategic plan, and encouraged increased harmonization in evaluation, monitoring and reporting practices. One delegation called for strengthening of UNCDF core resources, suggesting that current levels are unsatisfactory and could impede the fulfilment of its mandate. In that regard, UNCDF should further diversify its funding base.

62. One delegation cautioned against implementing the recommendations of the High-level Panel prematurely. Others asked to see continued capitalization by UNDP and UNCDF of comparative advantages, knowledge sharing and joint programming for effective results and to create an enabling environment for sustained economic growth.

63. The Executive Board adopted decision 2007/8 on the strategic partnership between UNDP and UNCDF.

VIII. United Nations Office for Project Services

64. Delegations thanked the Executive Director, United Nations Office for Project Services (UNOPS) for his presentation of the report on the financial, administrative and operational situation (DP/2007/12) of the organization. They reiterated their support for UNOPS in finding long-term solutions to its financial issues and the challenges facing the organization.

65. Delegations welcomed the news of a small operational reserve, and generally supported UNOPS-proposed changes to the reporting schedule. They requested regular information in that regard, possibly at each Board session.

66. Bearing in mind the experiences acquired and lessons learned from the UNOPS 'housecleaning,' one delegation asked UNOPS to review its business processes and work toward implementing standard operating procedures to streamline inter-fund operations with UNDP. That delegation asked UNOPS to strengthen the capabilities of developing countries in project management and procurement.

67. Several delegations expressed concern over the level of the operational reserve, noting that for four years it has been below the threshold requested in decision 2001/14. Many supported the ongoing study of a merger proposal between UNOPS and the Inter-Agency Procurement Service. They saw it as beneficial to UNDP, UNOPS and the wider United Nations system, and asked for additional information on: who is undertaking the study; reporting schedule and terms of reference; and risks and financial implications emerging from the study.

68. The Executive Board adopted decision 2007/9 on the report on the financial and operational situation of UNOPS.

Joint UNDP/UNFPA segment

IX. Financial, budgetary and administrative matters

69. On behalf of UNDP and UNFPA, the Deputy Executive Director (External Relations, United Nations Affairs and Management), UNFPA, introduced the joint report on the implementation of the International Public Sector Accounting Standards (DP/2007/13-DP/FPA/2007/4).

70. There were no interventions by delegations under the agenda items on Financial, budgetary and administrative matters.

71. The Executive Board adopted decision 2007/10: Joint UNDP and UNFPA report on the implementation of the international public sector accounting standards and reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA).

X. Recommendations of the Board of Auditors

United Nations Development Programme

72. Delegations thanked the Associate Administrator for introducing the UNDP report on the implementation of the recommendations of the Board of Auditors 2004-2005 (DP/2007/14), recognizing that it was the first audit of the organization since the implementation of Atlas.

73. Several delegations requested follow-up on control and fraud prevention mechanisms, noting that accountability must be a top management priority. They recognized the complexity of the present environment and encouraged UNDP to move quickly to ensure sound financial due-diligence practices. They appreciated the support accorded by UNDP to rigorous staff certification and skills upgrading, which they cited as key to establishing solid common financial practices.

74. With respect to Atlas, several delegations recognized its capacity to track planned expenditures, inform high-level management decisions, and function as a strategic planning tool. Two delegations asked for a special status report on Atlas outlining the remaining problems and corrective measures UNDP is taking.

75. Those delegations noted that missing audit reports are problematic, since reference is then made to incomplete reporting from national authorities. Since country offices are spread around the globe and not all offices can deliver timely reports, the delegations felt that better 'safety nets' should be in place to compensate, permitting more accurate follow-up and monitoring.

76. Several delegations emphasized that full, timely implementation of audit recommendations was a key management responsibility. They requested access to internal audit reports as a way of enhancing transparency and accountability, and urged the organization to work on areas that put its assets at risk due to fraud, waste, or mismanagement. One delegation outlined what it considered priority interventions for UNDP: untimely bank reconciliations; unfunded liabilities; internal control weaknesses in Atlas; weak financial controls over nationally-executed projects; weak procurement practices; and low audit coverage of country offices and headquarters, particularly with respect to financial records, procedures and controls. The delegation stressed the need for sufficient funding to the UNDP Office of Audit and Performance Review.

77. The delegation highlighted the fact that the United Nations is now providing access to Member States to the reports of the Office of Internal Oversight Services (OIOS). The delegation called upon UNDP and UNFPA to follow this trend and make available to Executive Board members all reports of their internal audit offices. In response, the Associate Administrator stated that it was the intention of UNDP to share these reports with Board members. Several delegations asked for enhanced interaction at the annual session on audit and risk management issues. They requested discussions with the external audit committee on internal audit reports and, in future, increased interaction between the Executive Board and the Board of Auditors.

78. The Executive Board adopted decision 2007/10 on the joint UNDP and UNFPA reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA).

United Nations Population Fund

79. The Deputy Executive Director (External Relations, United Nations Affairs and Management), UNFPA, introduced the UNFPA report on follow-up to the report of the United Nations Board of Auditors for 2004-2005: Status of the implementation of recommendations (DP/FPA/2007/1). She noted that supplementary information had been provided and an updated table (attached to her statement) had been circulated providing information on the current status of implementation of recommendations, as of 24 January 2007.

80. Delegations noted that in general the UNFPA response to implementing the recommendations of the Board of Auditors had been satisfactory. They noted that UNFPA had sound financial management and acceptable control mechanisms. They welcomed the steps taken to further improve control mechanisms and fraud prevention and encouraged continued efforts to make accountability a top priority and to strengthen the Fund's risk management and accountability systems. They noted a specific concern regarding projects implemented by governmental and non-governmental partners, namely, that the Board of Auditors had noted that a number of reports had not been made available and that a significant number of qualifications were noted on the reports that had been made available. Delegations were pleased to note that UNFPA had established a task force to deal with national execution issues. They appreciated the information given regarding measures that would be taken to strengthen capacity-building and improve accountability and transparency. They were interested in knowing what was being done to safeguard controls and procedures at the country level, including ensuring compliance by implementing partners. While observing that not all country offices could be expected to deliver fully on results at all times, they suggested having safety nets in place to compensate.

81. In view of the high priority accorded to results-based management, delegations underscored the need for all country offices and units at headquarters to comply with annual reporting requirements. They also stressed the importance of country offices providing reports for specific projects undertaken with earmarked donor funding and urged UNFPA headquarters to intervene to ensure compliance. Some delegations expressed a desire to have more interaction at Executive Board sessions on audit and risk management issues, including holding a discussion with the Audit Advisory Committee at the annual session 2007. They also expressed the wish to have an interaction with the United Nations Board of Auditors. Some delegations requested that the report of the United Nations Board of Auditors be posted on the UNFPA website soon after it becomes available in July or August. Two delegations asked that internal audit reports be made available.

82. The Deputy Executive Director, UNFPA, thanked the delegations for their constructive comments. She noted that some of the information requested was contained in the updated table that had been circulated. Concerning the comments regarding national execution, she emphasized that to safeguard controls, UNFPA was promoting capacity-building for staff in the country offices as well as for national counterparts. She noted that the harmonized approach to cash transfer was very important and that UNFPA was making an extra effort to utilize that modality. She added that UNFPA was working to ensure that audit guidelines were clear and easy to use. She agreed that timely reporting to donors was very important and noted that UNFPA was developing an online report generation and tracking system

to enhance compliance with reporting requirements. Regarding country office annual reporting, she stated that vigorous follow-up was under way and managers would be held accountable for compliance. The Deputy Executive Director reiterated the Fund's commitment to national execution and assured the Executive Board that internal management controls were in place as UNFPA moved forward.

83. The Director, Division for Oversight Services, UNFPA, stated that UNFPA based its audit and risk management on a risk model. He noted that in the private or para-public sectors internal audit reports were internal documents and were not communicated to shareholders. They were disclosed to the auditee, senior management and the audit committee, and sometimes to the Board. Many public supreme audit entities published an annual consolidated report, as was the case in the United Nations. UNFPA adhered to the professional standards and to the code of ethics of the Institute of Internal Auditors. The code prescribed that "internal auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so". In that regard, UNFPA followed the policy agreed upon by the Chief Executives Board for Coordination, chaired by the Secretary-General. Thus, any change in the policy would have to be made at that level.

84. Concurring with the importance of transparency, he invited the Executive Board to go beyond the issue of confidentiality of internal audit reports and consider, instead, the question of assurance. In the case of UNFPA, assurance was the process through which the auditors expressed a conclusion designed to enhance the degree of confidence the Executive Board had in the quality of governance in UNFPA. Assurance was therefore the cornerstone of trust. He stated that for the past two years, the UNFPA Executive Director had been working to enhance the reliability of assurance provided to the Board. There were three levels of interlinked assurance: (a) the annual report of the Executive Director on internal audit and oversight activities; (b) the report by the United Nations Board of Auditors; and (c) the assurance provided by the independent Audit Advisory Committee. (He noted that the Chair of the committee was currently present in the room). In UNFPA the conditions were met by the terms of reference of the Audit Advisory Committee and by the charter of internal auditing, and by the right and duty to access the President of the Executive Board should any serious risk arise.

85. The Executive Board adopted decision 2007/10: Joint UNDP and UNFPA report on the implementation of the international public sector accounting standards and reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA).

XI. Report to the Economic and Social Council

86. On behalf of UNDP and UNFPA, the Assistant Administrator, Bureau for Resources and Strategic Partnerships, introduced the joint report to the Economic and Social Council (E/2007/5).

87. Delegations were pleased that the report demonstrated the efforts and results achieved by UNDP and UNFPA to achieve greater harmonization and coordination, for example in the field of information technology and knowledge sharing. They were especially impressed by the joint UNDP and UNFPA section providing

analysis on the implementation of the recommendations of the triennial comprehensive policy review.

88. Delegations appreciated the efforts to further strengthen the resident coordinator system and to adjust United Nations activities at the country level to national development priorities and to align them to the national programme cycles. They called for enhanced participation of specialized agencies as well as non-resident agencies in United Nations country teams and welcomed the improved guidelines and training on the common country assessments and the United Nations Development Assistance Frameworks.

United Nations Development Programme

89. Delegations appreciated the improved guidelines and training on the common country assessment and the United Nations Development Assistance Framework, which they felt helped to strengthen the United Nations at the country level and improved the coherence of its operational activities. They recognized efforts to reinforce and optimize the resident coordinator system to better align United Nations activities to national development priorities and national programme cycles.

90. One delegation stressed the need for continued South-South cooperation, commending UNDP in building relations with the World Bank and working to mobilize international support for national efforts.

United Nations Population Fund

91. Delegations appreciated UNFPA efforts to assist developing countries and countries with economies in transition to achieve the Millennium Development Goals. They noted with interest the capacity-building tools on gender budgeting for reproductive rights developed by UNFPA in collaboration with UNIFEM, and wondered if the tools had been evaluated. They were pleased to note the expansion of UNFPA activities in such important areas as protection of the interests of and advancement of women, combating trafficking in persons, and HIV/AIDS prevention. They asked why information on UNFPA efforts in the areas of emergency preparedness and humanitarian response had not been included in the report. They welcomed the support UNFPA provided to interested programme countries in the area of population policies, including increasing access of young people to sexual and reproductive health services.

92. The Director, Technical Support Division, UNFPA, thanked the delegations for their constructive comments. He stated that UNFPA placed great emphasis on capacity-building in the area of gender, including supporting training to address gender-based violence, including sexual violence. He noted that the gender budgeting tools were still in the process of being introduced and an evaluation would be carried out at a later stage. Regarding UNFPA work in the areas of emergency preparedness and humanitarian response, he noted that it had been reported on earlier in session under the agenda item on UNFPA role in emergency preparedness, humanitarian response and transition and recovery.

93. The Executive Board took note of the Joint report to the Economic and Social Council (E/2007/5).

UNFPA segment

Statement by the Executive Director

94. The UNFPA segment began with the opening statement of the Executive Director (the full statement is posted on the website http://www.unfpa.org/exbrd/2007/2007_first.htm). The Executive Director underscored that in a time of change for the United Nations, UNFPA was ready for change. She focused on her vision of UNFPA continuing to lead in assisting countries in implementing the agenda of the International Conference on Population and Development (ICPD) and working with programme countries and other development partners to achieve greater impact. She highlighted elements of the Fund's emerging strategic plan, 2008-2011. She indicated how UNFPA planned to take full advantage of the opportunities created by United Nations reform and the new aid environment to achieve its core goals.

95. She underlined the centrality of reproductive health to achieving the MDGs. She underscored that UNFPA was working to ensure that the right to sexual and reproductive health and access to services was guaranteed in laws and policies, fully integrated in development and humanitarian plans and budgets, and made real through strengthened health systems. She noted that UNFPA was working to mainstream gender in all the work it did with development and humanitarian partners.

96. The Executive Director updated the Executive Board on the Fund's financial situation in 2006: total core income was approximately \$362 million and non-core was close to \$160 million. She highly appreciated that a total of 180 countries had provided financial contributions to UNFPA, including all countries from sub-Saharan Africa and Latin America and the Caribbean. She conveyed special thanks to the Fund's top ten donors: The Netherlands, Sweden, Norway, United Kingdom, Japan, Denmark, Germany, Finland, Canada and Switzerland. She also thanked all the other donors. The Executive Director highlighted new initiatives within UNFPA to enhance accountability to ensure that UNFPA resources were spent well.

97. Delegations applauded the Executive Director and praised the statement for being inspiring and comprehensive. They expressed strong support and appreciation for the work of UNFPA and were pleased to note the increase in resources during 2006, as well as the expansion of the Fund's donor base. Several delegations, including Netherlands, Spain and Sweden, announced increases in their contributions to UNFPA. Delegations commended UNFPA for its work and efforts being in line with the triennial comprehensive policy review and the Paris Declaration, and for its commitment to national ownership and leadership. They appreciated the active role played by UNFPA in the United Nations Development Group (UNDG). They commended the Fund's strong commitment to and engagement in United Nations reform, including the Executive Director's role as chair of the High-Level Committee on Management. They were confident that UNFPA would continue to play a constructive role in the endeavours to achieve system-wide coherence. They welcomed the Fund's work to promote a clear division of labour across the United Nations system to catalyse greater progress on maternal and child health. Delegations applauded the Executive Director's emphasis on accountability and oversight, strong auditing capacity and sound financial management. Delegations highlighted the critical importance of the ICPD agenda for achieving the MDGs and winning the fight against poverty. Some delegations

welcomed the proposed new reproductive health target under MDG 5. The commitment of the Executive Director and of UNFPA to implementing Security Council resolution 1325 on women, peace and security was appreciated and delegations hoped that there would be a coherent action plan to implement the resolution with a clear division of labour among the concerned agencies and organizations. Delegations thanked UNFPA for its support to the African Union's special session on reproductive health and welcomed the Maputo Plan of Action 2007-2010.

98. Delegations pointed out that with regard to joint programmes and the 'One UN' pilot studies that were being undertaken, UNFPA had a strong and indispensable role in ensuring that the ICPD agenda was an integral part of the operational activities of the United Nations. They hoped that the pilot studies would yield concrete, measurable results in the area of reproductive health and rights, and also identify the benefits and limitations of 'One UN' programmes. They urged UNFPA to play a strong role in the United Nations country teams. They called on Member States to constructively guide UNFPA in its efforts to adapt and respond to the new aid environment and noted the need to strengthen UNFPA at several levels, including its financial base. They observed that a people-centred, community-based, bottom-up approach, which was an important element of human security, should be a pervading principle of United Nations reform. The need to consolidate the work on humanitarian reform, including the cluster-lead approach was stressed. It was noted that UNFPA had a vital role in emergency preparedness and humanitarian response.

99. Delegations welcomed the decision to postpone consideration of the item on regionalization and were pleased to note that it would be part of the Fund's strategic plan 2008-2011. They supported the points raised by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and looked forward to seeing regionalization further harmonized with the Fund's strategic plan and aligned with other United Nations agencies. Noting the initiative under way to strengthen and streamline United Nations technical support through regional hubs, it was observed that there should be a unified approach to the regional and subregional structure, including co-location of subregional entities. Delegations stressed the need to ensure country ownership and hoped that regionalization would not result in increased bureaucracy or costs.

100. Delegations welcomed the draft strategic plan outline and looked forward to having a series of informal consultations as UNFPA moved forward in shaping the plan. They noted that it was not possible to work on reproductive health without working on gender equality and women's empowerment. They were pleased to note the inclusion of gender in the strategic plan, both as a specific goal and as a cross-cutting programme principle. The need to increase capacity-building on gender throughout the organization was emphasized. It was stressed that the work with young people and adolescents should have a prominent place in the strategic plan. Delegations underscored that the strategic plan should be used as a results-based management and resource allocation tool. The relationship between results and resource allocation should be informed by a strong accountability framework, including improved monitoring and reporting systems with results measured by clear outcome indicators. Delegations encouraged UNFPA to continue working with UNDP on a harmonized approach to their respective strategic plans, reflecting the lessons learned from the previous multi-year funding frameworks.

101. Delegations stated that they highly valued the Fund's contribution to HIV/AIDS prevention and its crucial role in the Global Task Team on Improving AIDS Coordination (GTT). Referring to the joint United Nations programming on HIV/AIDS, one delegation asked what incentives had been created to motivate agencies towards more unified programming; how would performance on that be measured; and what had been the progress in removing practical barriers to unified programming at country level. The delegation stated that it would be reviewing its financing criteria so that only unified programmes on HIV/AIDS, that supported country-led responses, would be funded. Regarding the Global Programme to enhance reproductive health commodity security, it was acknowledged that UNFPA had a leading advocacy role in the capacity development of countries to incorporate sexual and reproductive health into their development agendas and health budgets. The cooperation of UNFPA in the Reproductive Health Supplies Coalition, an international partnership chaired by Germany and the Netherlands, was also noted.

102. Delegations commended UNFPA commitment to results-based management and programming and to taking a strategic approach to improving results and visibility. Observing that evaluation and assessment of programming at the country level was highly important, they underscored the need for close involvement of the concerned programme country in developing indicators and instruments for monitoring and evaluation. The need to continue promoting South-South cooperation was also emphasized.

103. The delegation of Japan, and numerous other delegations, gave high praise to Mr. Waki, the outgoing UNFPA Deputy Executive Director (Programme), for his excellent work in the field of development and the strong leadership and service that he had provided.

104. The Executive Director thanked the delegations for their constructive and supportive comments. Concerning regionalization, the Executive Director noted that the postponement would allow UNFPA to address the concerns raised by the Member States and the ACABQ. She stated that any change in the organizational structure would be an expression of the strategic plan: the strategic plan would articulate how the regional structure would equip UNFPA to support its strategic goals in assisting countries in implementing the ICPD agenda, and in achieving programmatic outcomes by making the best use of available resources at country, regional and global levels. She assured the Executive Board that UNFPA would continue to engage with the other UNDG Executive Committee agencies on United Nations reform and on the issue of regional alignment and co-location. She agreed that regionalization was in line with United Nations reform and would not create an additional layer of bureaucracy. Regarding the UNFPA strategic plan, 2008-2011, she stated that there would be further discussion at the informal meeting later in the afternoon. In the meanwhile, she welcomed the support expressed for gender, and youth. She also concurred with the strategic importance of South-South cooperation.

105. The Executive Director underscored that United Nations reform was an opportunity to advance the ICPD agenda. Concerning the query regarding agency incentives and the division of labour among agencies on maternal and child health and HIV/AIDS, she pointed to the various measures for incentives and accountability of the United Nations country team, including the 360 degree performance assessments of the Resident Coordinators and country team members. She appreciated the comments from delegations commending the role of UNFPA in

the area of HIV/AIDS prevention. She acknowledged the leadership role of the United Kingdom in the GTT process and underscored that UNFPA was firmly committed to implementing the GTT recommendations. The Fund had communicated the GTT recommendations to all UNFPA country offices and through a series of regional training programmes had strengthened the capacity of UNFPA Representatives and HIV focal points on GTT follow-up and the division of labour amongst agencies. Recognizing the importance of promoting a unified approach at country level, UNFPA had also encouraged and actively supported UNFPA Representatives to serve as chairs of United Nations theme groups and, where that had occurred, much progress had been achieved. She agreed that it was important to remove any remaining practical barriers to joint programming. In that regard, she welcomed the decision of one donor country to review its financial criteria so that only unified programmes would be supported. She observed that such funding decisions could help to bolster United Nations reform.

106. The Executive Director expressed appreciation for the leadership provided by the Netherlands and Germany to the Reproductive Health Supplies Coalition. Regarding the UNFPA Global Programme to enhance reproductive health commodity security, she noted that it had been developed in consultation with key partners and in line with the principles of national ownership and leadership, which were also enshrined in the Paris Declaration. The Global Programme provided resources to build capacity in countries in reproductive health commodity security and logistics management. She noted that reproductive health commodity security was also a priority issue for the Maputo Plan of Action and UNFPA would continue working in that area with countries in Africa and in other regions.

107. Regarding Security Council resolution 1325 on women, peace and security, the Executive Director took special note of the statement by one delegation that it would seek to ensure that various elements of resolution 1325 took effect. She stressed that UNFPA was firmly committed to concrete and active implementation of the resolution. UNFPA had developed a strategy for gender mainstreaming in conflict and post-conflict situations, with a focus on reproductive health, HIV/AIDS, gender-based violence and trafficking. She highlighted that the work in response to resolution 1325 was being undertaken in close partnership and coordination with other agencies and actors. She added that capacity-building on gender was part of overall staff development at UNFPA. The Executive Director concluded by thanking the Executive Board for its guidance and support.

XII. Country programmes and related matters

108. The Executive Board approved 33 UNFPA-supported country programmes on a no-objection basis, without presentation or discussion, in accordance with decision 2001/11. The following programmes were approved, from Africa: Central African Republic, Eritrea, Ethiopia, Gabon, Gambia, Guinea, Mozambique, Sao Tome and Principe, Senegal, South Africa, United Republic of Tanzania, Zambia and Zimbabwe; from Arab States, Europe and Central Asia: Algeria, Egypt, Morocco, Republic of Moldova, Syrian Arab Republic, Tunisia and Yemen; from Asia and the Pacific: the Democratic People's Republic of Korea, Lao People's Democratic Republic, Mongolia, Myanmar and Thailand; and from Latin America and the

Caribbean: Brazil, Dominican Republic, El Salvador, English- and Dutch-speaking Caribbean countries, Honduras, Panama, Paraguay and Uruguay.

109. Following the approval of the country programmes, the delegations of Antigua and Barbuda, Egypt, El Salvador, Panama, Republic of Moldova, Syrian Arab Republic and the United Republic of Tanzania took the floor to thank the Executive Board for approving the programmes and to express appreciation for UNFPA support and close collaboration in assisting the countries in achieving the goals of the International Conference on Population and Development and the Millennium Development Goals. The delegation of Japan commended UNFPA for making the utmost efforts to improve the quality of life of the people in the Democratic People's Republic of Korea. The delegation requested UNFPA to closely monitor the implementation of the programme to ensure that the maximum benefits were delivered to the neediest individuals, in particular women and youth. The delegation of the United States of America requested that a comprehensive audit of the programme be carried out in the Democratic People's Republic of Korea. The delegation underscored the importance of strict adherence to the United Nations rules and procedures, including rules relating to monitoring, evaluating and auditing implementation of projects. The delegation of the Democratic People's Republic of Korea emphasized that monitoring and evaluation were important processes of the country programme implementation. The delegation underscored that it did not see any reason for the delegations of Japan and the United States of America to raise issues such as monitoring and evaluation, because supplies were provided to the project sites and beneficiaries and regular monitoring visits to project sites had been undertaken in compliance with UNFPA regulations.

XIII. UNFPA role in emergency preparedness, humanitarian response and transition and recovery

110. The Chief of the Humanitarian Response Unit (HRU), UNFPA, provided an oral report on the Fund's humanitarian strategy, in accordance with decision 2006/35. She noted that supplemental information had been provided earlier to the Executive Board and was also posted on the UNFPA web site. The oral report focused on partnerships; monitoring and evaluation; funding mechanisms; and the integration of the humanitarian response strategy into the Fund's strategic plan and global and regional programmes.

111. Delegations appreciated UNFPA efforts in the area of emergency preparedness, humanitarian response and transition and recovery. They underscored the valuable work of UNFPA in protecting vulnerable groups, including women and children in conflict situations. They welcomed the Fund's strategy and the useful oral report. They requested additional information regarding the integration of the humanitarian strategy into the UNFPA strategic plan, 2008-2011. One delegation recommended staff capacity development and strengthening of monitoring and evaluation, including identification of robust indicators.

XIV. Other matters

112. The Executive Board held the following informal meetings:

UNDP. (a) Informal consultations on draft decisions; and (b) an informal briefing on parliamentary reform;

UNFPA. An informal consultation on the UNFPA strategic plan, 2008-2011, and other related matters. The Executive Board adopted decision 2007/11: Draft outline of the UNFPA strategic plan, 2008-2011.

Part two
Annual session

Held in New York from 11 to 22 June 2007

I. Organizational matters

1. The annual session 2007 of the Executive Board of UNDP and UNFPA was held at United Nations Headquarters, New York, from 11 to 22 June.

2. It agreed, in decision 2007/30, to the following schedule of future sessions of the Executive Board in 2007 and 2008:

Second regular session 2007:	10 to 14 September 2007
Election of Bureau for 2008:	11 January 2008
First regular session 2008:	21 to 24 January 2008
Annual session 2008:	2 to 13 June 2008 (Geneva)
Second regular session 2008:	8 to 12 September 2008

3. Before adoption of the report of the first regular session of the 2007 Executive Board (DP/2007/15), the President identified some corrections additional to those contained in DP/2007/15/Corr.1, which he asked to have reflected verbatim in the report of the annual session. The transcript of that statement follows:

“I would like to draw your attention to the corrigendum distributed in connection with the report of the first regular session 2007, and to clarify several other issues that have risen in respect of the report.

“The English version contains an error in the numbering of paragraphs 8 and 9; those numbers appear twice. Also, two consecutive paragraphs have been numbered 19. Those errors have been rectified in all the other language versions except Chinese. [*Corrected in the present compilation – Ed.*]

“I would also like to clarify that in paragraph 17, last sentence, the concept of enhanced monitoring and reporting at the country level is entirely separate from the integration of a human-rights based approach into the draft UNDP strategic plan. Those concepts were put forward by several, not all, delegations.

“Finally, in paragraph 25, the statement that ‘they agreed that core resource allocation should favour least developed and low-income countries’ refers to an opinion expressed by several delegations, not to a decision of the Executive Board. Further, several – not all – delegations reminded the organization that it should work towards a human rights-based approach in its programmatic work.”

4. Decisions adopted by the Executive Board at the annual session 2007 were included in document DP/2007/40, accessible at www.undp.org/execbrd.

UNFPA segment

II. Annual report of the Executive Director

5. The UNFPA segment began with the opening statement of the Executive Director (available at http://www.unfpa.org/exbrd/2007/2007_annual.htm). She focused on key issues in the areas of population, poverty and development; humanitarian response, recovery and transition; reproductive health, including addressing HIV/AIDS; gender equality and women’s empowerment; United Nations reform; the UNFPA financial situation; and accountability. She underscored UNFPA

commitment to supporting national ownership and capacity development, including through national execution. She noted that the universal access to reproductive health target on MDG 5, to improve maternal health, paved the way for further progress. The Executive Director thanked the top ten donors in 2007 – the Netherlands, Sweden, Norway, United Kingdom, Japan, Denmark, Finland, Germany, Canada and Switzerland – as well as other donors, including for multi-year pledges. She expressed appreciation for the consistency and steadfastness of the Fund's number one donor, the Netherlands. She emphasized that the strategic plan, 2008-2011, and the global and regional programme built on lessons learned from the multi-year funding framework (MYFF), 2004-2007. She stressed that UNFPA continued to be firmly committed to South-South cooperation. She underscored that UNFPA would continue to support countries in developing capacity for disaggregated data collection and utilization.

6. Numerous delegations applauded the Executive Director's comprehensive and inspiring statement and expressed strong support for the work of UNFPA. They acknowledged the Fund's commitment to advancing the agenda of the International Conference on Population and Development (ICPD) and underscored that achieving the ICPD goals was essential for achieving the MDGs. Delegations were pleased to note the programme successes reported in the MYFF cumulative report, 2004-2007 (DP/FPA/2007/7, Part I). They welcomed the emphasis on results-based management and appreciated the candid analysis of lessons learned and challenges encountered. The Netherlands, Sweden and the United Kingdom announced contributions to UNFPA.

7. Commending UNFPA for advancing gender equality and women's empowerment, reproductive health and rights, delegations welcomed the inclusion of the target to achieve universal access to reproductive health by 2015. Expressing concern that MDG 5, on maternal health, was lagging behind, delegations called for investments in sexual and reproductive health and the empowerment of women. Delegations were pleased to note UNFPA commitment to the 'Three Ones' principles for addressing HIV/AIDS and were encouraged by the Fund's strong follow-up to the recommendations of the Global Task Team on HIV/AIDS coordination (GTT). It was suggested that a substantive discussion on the recent GTT review could be held at the first regular session 2008. Delegates underscored the need for stronger links between HIV/AIDS and reproductive health and rights. They welcomed the Fund's work in humanitarian response and recovery. They stated that UNFPA had a key role to play in emergencies/humanitarian crises in providing vital reproductive health services to women and girls and addressing sexual and gender-based violence. They welcomed the priority that UNFPA accorded to addressing adolescent reproductive health.

8. Delegations noted the Fund's significant investments in improving organizational effectiveness and strengthening management and accountability functions. They encouraged UNFPA to continue enhancing effectiveness and efficiency in programme delivery, particularly at the country level. They encouraged UNFPA to go beyond reporting on global averages to reporting on successes at country level. They acknowledged the reporting challenges pertaining to attribution and aggregation and emphasized the importance of monitoring results. Stressing the need for the strategic plan to reconcile with national programmes, several delegations emphasized that there was no one-size-fits-all design that could be universally applied.

9. Noting the importance of human security, one delegation noted that UNFPA was one of its primary partners in mainstreaming human security and working towards the MDGs, including through improving reproductive health, making motherhood safer and promoting gender equality. The delegation welcomed UNFPA willingness to integrate mental health as

part of sexual and reproductive health. Delegations underscored that maternal mortality could not be reduced unless unsafe abortion was addressed. They welcomed UNFPA advocacy and efforts regarding ending obstetric fistula and female genital mutilation/cutting. One delegation expressed concern regarding the harsh implementation of birth limitation laws in the Guangxi autonomous region in China. The delegation of China stated that the matter was being investigated and violators of the law would be brought to justice. The delegation of China emphasized that its country was committed to implementing the ICPD Programme of Action and was refining its population policies to be conducive to human development.

10. Delegations commended UNFPA commitment to United Nations reform and system-wide coherence. They welcomed the measures taken in line with the General Assembly resolution 59/250 on the triennial comprehensive policy review (TCPR), as well as UNFPA involvement in the 'delivering as one' pilots. Delegations stressed that these presented opportunities for the ICPD agenda to be addressed by the entire United Nations family. Delegations welcomed the elaboration on different options regarding the organizational structure and the emphasis on strengthening the Fund's role at country level. A preference was expressed for scenario 3 of the organizational structure.

11. The Executive Director thanked the delegations for their supportive comments and emphasized that without universal access to reproductive health the MDGs could not be reached. She stressed the need to keep ICPD high on the international agenda. She thanked the delegations that had announced contributions. She was encouraged by the emerging consensus around scenario 3 of the organizational structure. She underscored the importance UNFPA attached to partnerships, including with the World Health Organization (WHO), the World Bank, the United Nations Children's Fund (UNICEF) and the International Planned Parenthood Federation. She appreciated having been invited by WHO to address the World Health Assembly in May. She provided information regarding the UNFPA response concerning the incident in China. She elaborated on the Fund's support to African countries to implement the Maputo Plan of Action. She concurred with Japan regarding human security, and noted that reproductive health was a cornerstone of work in that area. Concerning unsafe abortion, she stated that UNFPA was guided by paragraph 8.25 of the ICPD Programme of Action. She welcomed the suggestion to have a discussion on the GTT in 2008. She noted the ongoing work in the area of maternal health, including development of costing tools. She observed that the Fund's State of World Population report to be launched later in June focused on urbanization. She added that World Population Day 2007 would focus on men as partners in improving maternal health.

12. The Executive Board adopted decision 2007/16: UNFPA multi-year funding framework cumulative report, 2004-2007, and the UNFPA draft strategic plan, 2008-2011; and decision 2007/21: UNFPA multi-year funding framework cumulative report, 2004-2007, and related matters.

III. Funding commitments to UNFPA

13. The Chief, Resource Mobilization Branch, introduced the report on funding commitments to UNFPA (DP/FPA/2007/8) and provided an update of contributions as of 1 June 2007, noting that the 2007 UNFPA income forecast for regular resources was approximately \$417 million (an increase of \$8.1 million since the report had been prepared). He added that UNFPA was projecting about \$130 million in other resources in 2007. However, in view of recent contributions received, the figure was likely to increase by the end of the year. He appreciated the generosity of the donor

community. He stated that while obtaining increases in co-financing resources was important, regular resources remained the bedrock of UNFPA operations and were essential for maintaining the universality, neutrality and multilateralism of the Fund's work. The delegation of Spain announced that its 2007 contribution to UNFPA would be 5 million euros, which represented an increase of more than 50 per cent over its 2006 contribution. The delegation congratulated UNFPA on the increase in the Fund's income and the broadening of its donor base. The UNFPA Executive Director thanked the Government of Spain for its generous support and recalled her recent visit to Spain, which had helped to cement mutual confidence and trust.

14. The Executive Board adopted decision 2007/13: Report on funding commitments to UNFPA.

IV. UNFPA strategic plan, 2008-2011

15. The Deputy Executive Director (External Relations, United Nations Affairs and Management) introduced the agenda item. The Chief, Strategic Planning Office (SPO), the Director, Technical Support Division (TSD), and the Manager, Regionalization Team, made a presentation focusing on the strategic plan, 2008-2011; the global and regional programme, 2008-2011; the resource allocation system, 2008-2011; and the UNFPA organizational structure.

16. Delegations expressed strong appreciation for the positive dialogue between UNFPA and the Executive Board during the development of the draft strategic plan. They commended the open and transparent consultative process and stated that it had led to a strong results-oriented plan, which built on key lessons learned from the multi-year funding framework, 2004-2007, and reflected the guidance provided by Board members. Delegations noted that the participatory approach had led to a sense of ownership of the plan among Member States, particularly since UNFPA had taken into account their comments. Delegations endorsed the three focus areas of the strategic plan: reproductive health; population and development; and gender equality. They were pleased that UNFPA had been guided by General Assembly resolution 59/250 on the TCP. Delegations welcomed the emphasis on national capacity-building, youth, and South-South cooperation. They hoped that the strategic plan would go further in addressing emerging issues such as migration, ageing and the environment.

17. Delegations appreciated the Fund's emphasis on partnerships and encouraged enhancing partnerships with other United Nations organizations, particularly with regard to HIV prevention and gender equality. They noted that linkages with WHO and the World Bank would be crucial to ensure an effective international health architecture. Delegations appreciated the Fund's work in humanitarian and emergency situations and suggested strengthening it under the new strategic plan. Some delegations inquired about the categorization of operational principles in the plan and noted that the real operational principles should be national ownership and capacity-building.

18. Delegations encouraged UNFPA to be agile in meeting the changes and challenges of United Nations reform in order to operate effectively in the new aid environment. They noted that 'delivering as one' offered opportunities to better incorporate the ICPD agenda in national frameworks, programmes and budgets. Focusing on national ownership and management for development results, delegations encouraged UNFPA to enhance accountability and strengthen monitoring

and evaluation systems. They emphasized establishing baselines, targets and indicators for effective monitoring and reporting and asked for details regarding the expected outputs under each goal, as well as concerning outcome indicators. Delegations encouraged UNFPA to enhance its work in addressing obstetric fistula and female genital mutilation/cutting. Noting the need to work more upstream in macro policy processes in the new aid environment, delegations asked what measures UNFPA had taken to ensure staff had the capacity and skills to work in the new environment.

19. Regarding the organizational structure, delegations expressed a preference for option 3 and noted their confidence in the Fund's analysis. They underscored their support for strengthening UNFPA at the country level and asked for clarification on how regional offices would contribute to strengthening country offices. They also sought clarification regarding the shift of resources from headquarters to the field, and inquired about the financial and staffing implications. They looked forward to further information in response to questions raised by the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and additional details about the financial and staffing implications of the preferred option.

20. The Executive Director thanked the Executive Board members for the valuable advice and guidance provided to UNFPA throughout the consultative process on developing the strategic plan. She emphasized that the strategic plan would be implemented under national ownership and leadership. She underscored the value of the Fund's partnerships, including with the World Bank, WHO, UNICEF and other development partners. The Deputy Executive Director noted that UNFPA was guided by the TCPR with regard to coherence. Concerning the challenges of 'delivering as one', she emphasized the need to focus on programmes and substance and not simply on processes; and the need to strike a balance between the 'one programme' priorities and ensuring that ICPD issues remained on the agenda. Furthermore, she underscored the importance of engagement with line ministries, and the need to have staff with the required skills and competencies who would take reform processes on board. She added that the clear separation of the United Nations resident coordinator and the UNDP resident representative function was an acknowledged challenge that required further attention. The Director, TSD, the Chief, SPO, the Manager, Regionalization Team, and the Director, Division for Management Services, provided additional information in responding to queries from Board members and noted that the comments would be included as appropriate in the revised document.

21. The Executive Board took an oral decision authorizing UNFPA to prepare its biennial support budget, 2008-2009, on the basis of scenario 3, contained in the review of the organizational structure of UNFPA (draft document dated 30 May 2007), with formal adoption of the decision on the organizational structure to be taken at the second regular session 2007. The Executive Board also adopted decisions 2007/16 and 2007/21.

V. UNFPA country programmes and related matters

22. The Deputy Executive Director (Programme) provided an overview of the nine country programme extensions and 15 draft country programme documents before the Executive Board. The Directors of the Africa Division, Asia and the Pacific Division, Latin America and the Caribbean Division, and the Programme Specialist for the Division for Arab States, Europe and Central Asia focused on country-specific issues in their introductions.

23. Delegations commented on a range of issues during the discussion. They appreciated that the draft country programmes had been prepared with the close involvement of the respective governments and other stakeholders and responded to national plans and priorities. Several delegations commended the global leadership of UNFPA and thanked the Fund for supporting their countries in the areas of population and development, reproductive health, including HIV prevention, and gender equality. They appreciated UNFPA commitment to national ownership and stated that it was essential for developing a broad partnership base to mobilize resources; increase access and use of quality health services, including for HIV/AIDS prevention; and promote the status of women. Delegations encouraged UNFPA to strengthen partnerships with non-governmental and civil society organizations, including faith-based organizations, to promote women's empowerment and address gender-based violence. Additional information was requested on UNFPA collaboration and coordination with development partners, including United Nations organizations. Delegations recommended clearer links between programme activities and outputs and clarification of the distinction between proposed outcomes at national and regional/state levels.

24. Delegations appreciated UNFPA support for reproductive health programme interventions directed towards vulnerable areas and hard-to-reach populations. They expressed concern about high infant and maternal mortality rates in some countries. The need for increased emergency obstetric care and skilled birth attendants was stressed. It was noted that inadequate health personnel, brain drain of health and medical personnel from some developing countries to developed countries, and the lack of medical equipment and drugs posed challenges. Delegations encouraged strengthening data systems and building capacity to collect, analyse and utilize data. One delegation stated that the term 'sexual rights' had no agreed definition in the international community and should not be used in programme documents. Several delegations noted the need for the Executive Board to look into having one consolidated country programme for consideration by the Boards of UNDP/UNFPA and UNICEF.

25. The UNFPA representatives thanked the delegations for their constructive comments. They provided additional information in response to queries and added that further information would also be provided bilaterally. They stated that UNFPA had taken careful note of the comments and would convey them to the concerned countries.

26. The Executive Board approved country programme extensions for: Botswana, Haiti, Lebanon, Sudan and Timor-Leste and took note of the programme extensions for Burundi, Côte d'Ivoire, Niger and Nigeria. The Board also took note of draft country programme documents and comments thereon for: Cameroon, Comoros, Guinea-Bissau, Malawi, Mali, Sierra Leone, Djibouti, Jordan, Bhutan, India, Maldives, Papua New Guinea, Sri Lanka, Bolivia and Cuba.

VI. Financial, budgetary and administrative matters

Review of the UNFPA policy on indirect cost recovery

27. The Director, Division for Management Services (DMS), introduced the report on a review of the UNFPA policy on indirect cost recovery (DP/FPA/2007/9).

28. Delegations expressed support for the UNFPA policy on cost recovery and encouraged continued consultations within the United Nations Development Group

(UNDG) regarding harmonization of cost-recovery policies. The importance of regular resources was underscored. Delegations welcomed the Fund's offer to provide another update in 2009 and stated that future reports should include information on the amount of funds recovered through 'cost recovery' and the use to which the funds had been directed. Delegations looked forward to informal discussions with UNFPA and UNDP regarding methodologies. One delegation observed that harmonization of the cost recovery policy may not result in a single harmonized recovery rate across all organizations because each had a unique cost structure. The delegation of Honduras welcomed the new Director of the UNFPA Latin America and the Caribbean Division, noting that she would make a positive contribution to UNFPA and all concerned countries.

29. The Director, DMS, agreed that regular resources were the bedrock of UNFPA programming. He confirmed that regular resources had been growing. He assured delegations that UNFPA would continue to consult UNGD partners regarding harmonization.

30. The Executive Board adopted decision 2007/15: Review of the UNFPA policy on indirect cost recovery.

UNDP segment

VII. Annual report of the Administrator

31. In opening this agenda item, the Administrator gave an overview of the past year, touching upon reform efforts and challenges facing the United Nations system with regard to coherence and programme delivery. He spoke about the dual role of UNDP in the context of the forthcoming strategic plan and provided an update of UNDP activities towards strengthening transparency and accountability.

32. He considered the timing of debates on United Nations coherence and the TCPR critical, noting the challenges in finalizing the UNDP strategic plan in advance of the intergovernmental discussions on both the TCPR and system-wide coherence. The outcome of those debates would have to inform the strategic plan, yet delays in finalizing it would have consequences in terms of work and resources mobilization. The need to build consensus among Member States on key issues was important in order for UNDP and the wider UNGD to formulate long-term strategies reflecting the aspirations, needs and desires of Member States.

33. In the context of the High-level Panel report, 'One United Nations' pilots should be seen as a way to gather lessons from differing experiences and formulate modalities for United Nations coherence. These would help inform the General Assembly debate, the TCPR and UNDP itself in formulating choices for 'One United Nations' models.

34. The Administrator reaffirmed the importance of the universal principles of the United Nations Charter, including commitments to human rights and gender equality, as central to the mandate of UNDP. He stressed the need to understand the principles proposed in the draft strategic plan in that context. He touched upon the separation of duties between resident coordinators' operational and coordination responsibilities delineated in the draft strategic plan. In that regard, country

directors would play an increasingly important role in the day-to-day activities of UNDP country offices.

35. With respect to reform needs, the Administrator touched upon:

- (a) *Programme-based approaches*, linking common country assessments and United Nations Development Assistance Frameworks to national development processes and ensuring a stronger grounding in national priorities;
- (b) *Capacity development* of national partners to manage development processes;
- (c) *Strengthened resident coordinator system* to respond to the increased complexity in its functioning; and
- (d) *Regional director teams* and their importance in providing strategic guidance to United Nations country teams (UNCTs) and quality support and assurance activities.

36. The Administrator closed by introducing the new Assistant Secretary-General and Director, Bureau for Europe and the Commonwealth of Independent States, and the new Assistant Secretary-General and Director, Bureau for Development Policy.

37. Comments by delegations focused mainly on the UNDP strategic plan. Many felt that the plan should incorporate the views of all delegations.

38. Some delegations reiterated the importance of the TCPR, through which the General Assembly establishes system-wide policy orientation for development cooperation and country-level modalities for the United Nations system. Since inter-governmental discussions on the report of the High-level Panel and the TCPR were in progress, Executive Board deliberations should not pre-empt those processes.

39. Some delegations requested more information on how the principles presented in the draft strategic plan had been selected and what impact they might have on national sovereignty or the affairs of nations.

40. Delegations agreed on the need for a distinction between UNDP coordination and operational activities, underscoring that the establishment of an internal 'firewall' would be critical for impartiality. They asked UNDP to remain vigilant in removing overlap and redundancy in organizational activities and to continue working in areas where it enjoys a strong comparative advantage. Delegations emphasized that the organization should strengthen national ownership, national capacity-building and transfer of technical capacity in all its activities.

41. Many delegations pointed out insufficient reporting of results in the cumulative 2004-2007 MYFF report, stressed the need for UNDP to better integrate transparency and accountability mechanisms into the strategic plan and asked the organization to work towards implementing a results and accountability framework. Numerous Executive Board members emphasized the need for a secure, stable source of core funding for UNDP, from which it could continue to provide services to programme countries.

42. The Executive Board adopted decisions 2007/22 and 2007/26 on the UNDP multi-year funding framework (MYFF) cumulative report on UNDP performance and results for 2004-2006, and related matters.

VIII. Funding commitments to UNDP

43. The Administrator introduced the agenda item on funding commitments by presenting the Executive Board with a breakdown of UNDP funding in core and non-core resource areas. He also highlighted the funding situation of the associated funds and programmes in 2006.

44. The Administrator spoke of the need to restore the balance between UNDP core and non-core resources with stable, predictable multi-year funding from Board members. He cited the current core to non-core ratio – close to 1:4 in 2005 and 2006 – as an indication that faster growth was required in core resources; he outlined his vision for a ratio of 1:2 by 2011. He called for a broadening of the base of core contributors to UNDP.

45. The Executive Board adopted decision 2007/17 on the status of funding commitments to UNDP.

IX. UNDP strategic plan, 2008-2011

46. The Associate Administrator made comprehensive opening remarks on the draft strategic plan, underscoring its crucial role in helping UNDP coordinate activities for impact and accountability in programme countries, as well as contribute to results through resources matching. Following several months of consultations, and taking into account Executive Board comments, the Associate Administrator recognized the need to modify the draft strategic plan.

47. Many delegations were heartened by the willingness of UNDP to revise its draft strategic plan to reflect Executive Board guidance. They reiterated the importance of the TCPR for system-wide policy orientation and the need for intergovernmental debates on the High-level Panel report to inform the strategic plan. They reaffirmed the need for UNDP to maintain its work based on principles that have universal acceptance and application, and stressed the need to deliver effectively in development-related areas, avoiding any shift in mandate.

48. Some delegations felt that the linkages between lessons-learned and results achieved in the MYFF should inform the strategic plan to ensure development continuity. Those delegations asked that the four focus areas of the draft strategic plan be broadened so as to permit more 'policy space'. South-South cooperation should continue to be used as a mechanism for exchanging best practices and support among developing countries, regardless of their level of development; the creation of differing categories in the South-South cooperation modality should be resisted.

49. Many delegations sought assurances that UNDP development cooperation activities continue to respect national sovereignty and national ownership. UNDP should be guided by the values of impartiality and allocate funding according to the national priorities and plans of programme countries. Those delegations reiterated that the strategic plan should focus on assisting developing countries to achieve the MDGs, particularly since 2007 marked the halfway point to the 2015 deadline.

50. While it was important for UNDP to avoid overlap and duplication, a number of delegations felt that withdrawal from certain areas should be performed with caution

so as to ensure previous achievements were not jeopardized. UNDP should help mobilize innovative sources of financing for development, especially the MDG-driven poverty reduction strategies. Those delegations also felt the need to better distinguish between conflict-affected countries/complex emergencies and countries affected by natural disaster.

51. Other Executive Board members saw a need to refine the role of UNDP with regard to the resident coordinator system, as laid out in the draft strategic plan. They considered it necessary to clarify the operational role of UNDP vis-à-vis other United Nations organizations as well as to demarcate comparative advantages in the four focus areas of the strategic plan. Several delegations raised the point that information and communications technology for development was absent from the draft plan.

52. Several delegations asked that the plan incorporate stronger mechanisms for measuring results, including credible baselines, suitable indicators at all levels (including operational principles) and appropriate outputs. Those delegations asked that the linkages between budget, human resources and results in the strategic plan be strengthened further and results-based reporting be explored more deeply.

53. Regarding the UNDP strategic vision and the duty of the organization in crisis-affected countries, delegations reiterated its crucial role, especially, the role played by the Bureau for Crisis Prevention and Recovery (BCPR). Delegations felt a need for stronger collaboration between the Bureau for Development Policy (BDP) and BCPR to ensure efficiency and coherence in UNDP work.

54. Other delegations asked that the strategic vision present a fuller reflection of the Global Facility for Disaster Reduction and Recovery of the World Bank. Some delegations asked for improved information on UNDP and its work with the Peacebuilding Commission, as well as on UNDP contributions to, linkages with and synergies between the resident coordinator and the humanitarian coordinator. A few members asked for a stronger reflection of climate change adaptation in the strategic vision.

55. The Associate Administrator assured delegations that UNDP would use the information gathered from deliberations to ensure that the strategic plan reflected the guidance of Board members. He underscored that the strategic plan was a living document that would be informed by continued discussion and the changing context. The Director of the Bureau for Crisis Prevention and Recovery (BCPR) added some remarks on the mutually supportive nature of the resident coordinator and the humanitarian coordinator systems. She underscored the linkages between early recovery, poverty reduction and sustainable development, and referred to the close interaction between BCPR and BDP to achieve more coherent country-level support.

X. Evaluation

56. The Director, Evaluation Office, introduced the annual report on evaluation, the first since the Board approved the evaluation policy in 2006. She identified key elements concerning the implementation status of the evaluation policy; the coverage and compliance in evaluation; the collaboration with the United Nations; and the findings and recommendations of independent evaluations.

57. The Director then introduced evaluations of the regional cooperation frameworks for Africa; Asia and the Pacific; and Latin America and the Caribbean. She provided an overview of the findings and explained that, while all three regional programmes had made a difference by addressing relevant regional priorities, there was room for the programmes to focus more explicitly on regional issues and to be more effective, especially in gender mainstreaming and environment and energy programmes. The evaluations revealed that all three programmes were spread too thinly, and lacked sufficient advocacy, dissemination and follow-up of activities.

58. The Associate Administrator stated that the findings had led to a wealth of recommendations from the Evaluation Office for UNDP management to consider. Delegations then heard a brief statement by the Deputy Assistant Administrator and Senior Deputy Director, BCPR, refining the management response to UNDP assistance to conflict-affected countries.

59. Executive Board members thanked the Evaluation Office for its efforts. One delegation identified elements it felt should inform the third regional cooperation framework in its region, including better alignment with regional, subregional and national priorities; enhanced coordination and harmonization; improved consultation processes; and knowledge creation and maintenance.

60. Many delegations expressed the need to promote local actors; South-South cooperation; improve the quality of databases and indicators for strategic planning initiatives; and enhance strategies to align results-based management and evaluation. One delegation suggested that substantive linkages between 'upstream' and 'downstream' activities should be expeditiously developed.

61. One delegation expressed concern that the evaluation results did not point to more substantive UNDP contributions in capacity-building and development – an area where the organization was supposed to add value. Other delegations encouraged UNDP to continue focusing on comparative advantages, improve recruitment methodologies to retain specialist knowledge, and enhance local ownership and project transfer.

62. Speaking on behalf of its region, one delegation expressed the need to take regional perspectives and requirements into account more effectively, highlighting energy as a critical element of sustainable development in the region. Many delegations reiterated the importance of the evaluation process in helping to inform upcoming discussions on the UNDP strategic plan.

63. The Executive Board adopted decision 2007/24 on the annual report on evaluation (UNDP).

XI. Human Development Report

64. The Deputy Director, Human Development Report Office (HDRO), introduced the agenda item, describing the improvements in HDRO consultations with Member States. The theme for HDR 2007 – human development and climate change – had been determined through a strong consultative process using three different knowledge networks and five informal consultations with Executive Board member states. This enhanced the quality of the reports without compromising their editorial independence. In support of capacity-building and accurate statistical data, HDRO had conducted 'primers' on statistics for country offices and country teams.

65. Delegations thanked HDRO for its work. One delegation asked that HDR 2007 present analysis and observations on the assistance needs of developing countries, as well as the actions those countries should take. That delegation also asked for observations and recommendations from a human security perspective. Several delegations asked that HDR 2007 not overlap with other climate change reports or with the work of specialized agencies, but instead highlight the development aspects of climate change.

66. Numerous delegations expressed appreciation for HDRO efforts to promote informal consultations and a participatory process among Member States. One delegation, which had participated in all five consultations, encouraged HDRO to build linkages with official statistical agencies of the developing world and to adopt statistics published by the governments of various countries. Another delegation requested that HDRO coordinate with the Executive Board secretariat to announce the timing of consultations on report themes and to provide additional information when available.

67. The Deputy Director reaffirmed the use of scientific work to make a compelling case for action regarding climate change, economic growth and sustainability. Acknowledging the existence of numerous publications on changes to the environment, she confirmed that the Human Development Report 2007 would address climate change from a development perspective. She also spoke briefly about the discrepancies that sometimes exist between national and international statistics, and how HDRO often works as an intermediary between international agencies (which provide the basic statistical data) and central statistics offices in countries in order to improve the dialogue on statistics and achieve consensus on the numbers published.

XII. UNDP country programmes and related matters

68. The Associate Administrator invited delegations to review and comment on the 22 draft country programmes submitted for their consideration. The Assistant Administrators and Directors of the respective regional bureaux presented their country programmes for consideration by the Board. The Assistant Administrator and Deputy Director, Regional Bureau for Africa presented draft country programmes for Cameroon, Comoros, Guinea Bissau, Lesotho, Malawi, Mali, and Sierra Leone. The draft country programme for Equatorial Guinea had been withdrawn, at the request of the Government, and was rescheduled for presentation at the second regular session.

69. The Assistant Administrator and Deputy Director, Regional Bureau for Asia and the Pacific region, presented draft country programmes for Bhutan, India, Malaysia, Maldives, Papua New Guinea, and Sri Lanka. The Assistant Administrator and Deputy Director, Regional Bureau for Arab States region presented draft country programmes for Bahrain, Djibouti, Jordan, and the United Arab Emirates. The Assistant Administrator and Deputy Director, Regional Bureau for Latin America and the Caribbean region, presented draft country programmes for Bolivia, Cuba, Suriname, and Trinidad and Tobago. The Assistant Administrator and Deputy Director, Regional Bureau for Europe and the Commonwealth of Independent States, presented the draft country programme for the Russian Federation.

70. Many delegations asked UNDP to provide country programme results and data at the end of programme cycles so as to increase transparency and accountability. They requested that this data be made available as early as possible to provide the Board with the information necessary to review the new draft country programme documents. One delegation, whose country programme had just been approved, informed the Board that its request for an integrated country programme document had been disregarded. Other delegations expressed regret that the Executive Boards of UNDP/UNFPA and UNICEF had been unable to accommodate the request.

71. The President informed Board members that requests by the delegation for an integrated country programme had indeed been reviewed, but could not be accommodated in the absence of an established legal framework for submitting 'One United Nations' country programmes. He added that the Bureau would continue discussions with the Executive Board in the coming months on how best to handle similar requests in the future.

72. In accordance with decisions 2001/11 and 2006/36, the Board approved for one year, on a no-objection basis, the following country programme extensions: Burundi, the Republic of Congo, Côte d'Ivoire, Lebanon, Mauritius, Niger, Nigeria and Timor-Leste. The country programme for Botswana was extended for two years on a no-objection basis.

XIII. South-South cooperation

73. The Administrator introduced the item on South-South cooperation and referred the economic and geopolitical changes that have put the South at the head of world economic growth, technology, and research and development. The Director, Special Unit for South-South Cooperation, then addressed the Board, presenting many examples of successful accomplishments during the third cooperation framework, 2005-2007. He spoke about partnerships developed between private, public and civil society organizations, and innovative approaches to resource mobilization and use.

74. Delegations praised the Special Unit for its work in building South-South and triangular linkages and using lessons learned to facilitate the sustainability of developing countries. Several delegations supported the idea that the Unit be strengthened in financial and human resources to meet growing demand for its services. Those delegations called for the mainstreaming of South-South cooperation into the TCPR, the wider work of UNDP and the strategic plan. Many delegations stressed that South-South cooperation was not a substitute for North-South cooperation, and that it was a manifestation of solidarity.

75. In the context of the fourth cooperation framework, delegations took note of the desire to target least developed countries, specifically small island developing states and landlocked developing countries. One delegation suggested extending the lifespan of the new cooperation framework from three to four years as a way to harmonize it with the strategic plan. Many expressed a desire for robust collection and use of statistical data as a way to ensure that national capacity-building and knowledge transfer could be assessed and its impact measured. They requested that more lessons learned be incorporated in the future.

76. The Director, Special Unit for South-South Cooperation, and the Assistant Administrator and Regional Director for Asia and the Pacific (speaking on behalf of

the Administrator) responded to delegations comments, reaffirming the role of South-South cooperation and the possibilities for cooperation between Asia and Africa. It had been difficult to measure immediate impact, though concrete results had been achieved; work on devising a system to capture data would continue. The Unit confirmed that preparation of the next cooperation framework would be more consultative, make better use of lessons learned through evaluation, and continue mainstreaming South-South cooperation into country and regional programmes.

77. The Executive Board adopted decision 2007/25 on the report on the implementation of the third cooperation framework for South-South cooperation, 2005-2007.

XIV. United Nations Capital Development Fund

78. The Associate Administrator introduced the item on the United Nations Capital Development Fund (UNCDF). As requested in Executive Board decision 2007/8, he gave information about agreements on strategic planning and results frameworks.

79. The Executive Secretary, UNCDF, presented the results-oriented annual report of UNCDF for 2006 (DP/2007/33) and the progress report on the UNDP-UNCDF strategic partnership (DP/2007/34). He called attention to the efforts of the Fund to harmonize and integrate the UNDP-UNCDF strategic planning and results frameworks; joint resources mobilization; and the UNCDF impact on democratic governance, poverty reduction and crisis prevention and recovery.

80. Delegations expressed appreciation for the comprehensive reports, reaffirming the importance of microcredit and microfinance and the role of UNCDF in least developed countries. Many called for continued strengthening of UNCDF and its mandate, as well as for the continued independence of the organization. With regard to the resource mobilization plan, delegations called for stable multi-year funding for UNCDF, including a more equitable spread of funding among donor countries. They urged UNDP to provide additional assistance. Delegations asked that a detailed report on funding strategies through the strategic plan, biennial support budget, and programming arrangements be presented to the Board at its second regular session, and that a strategic partnership agreement be presented for review at the first regular session 2008.

81. One delegation asked UNCDF to inform the Board when the results of two surveys on UNDP-UNCDF country office partnerships become available. Other delegations asked whether joint programming was the only modality of project implementation; whether UNCDF could provide more detailed country programme performance information in future; how local development and microfinance investments and programmes contributed to broader development efforts; and the comparative advantages of UNCDF vis-à-vis other actors.

82. The Executive Secretary highlighted 2006 as a challenging year for the organization in terms of resource mobilization. Similarly, he identified 2007 as a critical year but was encouraged to hear requests from many delegations for increased donor 'burden sharing'. Working closely with UNDP in resource mobilization efforts would also improve the situation. Regarding integrated reporting, evaluation and monitoring activities, he notified the Board that UNCDF was moving towards harmonization.

83. The Executive Board adopted decision 2007/28 the on the results-oriented annual report for 2006 and the strategic partnership between UNDP and UNCDF.

84. The delegation from Bangladesh made a statement, asking that it be reflected in the proceedings of the session. The transcript follows:

“Thank you, Mr. President.

“My delegation was pleased to join the consensus on this resolution, believing that UNCDF has been supporting the efforts of the least developed countries (LDCs) in the areas of local government and microcredit. As you all are aware, microcredit has proved to be an important tool for economic growth that has succeeded in improving the lives of millions of poor women and members of their families all over the world. It has brought increased international attention to this concept. The Nobel Peace Prize awarded to Professor Yunus is indeed another testimony to the success of this programme.

“We are in favour of the reality of the broader concept, but the term microcredit has become the trademark. This brand name has made the concept world famous. The peculiarity remains in the credit itself: unlike other credit facilities, microcredit does not require any collateral. We understand that UNCDF was mandated to support the LDCs in the area of microcredit. We are not aware of under which intergovernmental mandate this organization has departed from microcredit to the inclusive financial sector.

“We agree with the relevance of all the other broader concepts and ideas, but we do not want to see UNDCF work in the financial sector reform of a country. There are other international organizations that have the specific mandate to support developing countries in their financial sector reform. With limited resources, we believe UNCDF should focus only on supporting and promoting microcredit in the LDCs. Mr. President, we want this statement to be reflected in the proceedings of this session. Thank you.”

85. The delegation from Benin took the floor. The transcript of that statement follows:

“Thank you, Mr. President. I’d like to thank all delegations for the text we have just adopted. I wish particularly to call the attention of the UNCDF directors, with regard to the statement just made, that they take it into account and that they place it at the centre of their activities for LDCs, as the mandate indicates. Thank you.”

XV. United Nations Office for Project Services

86. The Executive Director of the United Nations Office for Project Services (UNOPS) presented his annual report (DP/2007/31) and announced that the organization was back on track, with a clear vision of providing the best service to United Nations humanitarian, peacekeeping and development operations. He noted organizational advancements such as a reworked structure, a fresh management team, and robust finance controls. He underscored that audit and internal control mechanisms had been strengthened by the establishment of a dedicated UNOPS internal audit function. Progress was being made in consolidating the Inter-Agency

Procurement Services Office (IAPSO) functions to better serve the needs of UNDP, UNOPS and the wider United Nations system.

87. Two delegations spoke. They congratulated UNOPS on reaching some important milestones, such as: the move to Copenhagen; the contribution of \$9 million to the operational reserve; the expanded, diversified client base; and the new internal audit function. They looked forward to updates on the shift of functions between UNOPS and IAPSO, and to finalization of the new pricing policy.

88. The Executive Director thanked the delegates for their encouraging comments and reiterated the importance of interaction with Member States. He commented on the new headquarters location, citing advantages in terms of space, staff, and the time zone, which have put the organization closer to its biggest programmes and projects and improved the relationship between headquarters and field operations.

89. The Executive Board adopted decision 2007/27 the on annual report of the Executive Director (UNOPS).

XVI. United Nations Development Fund for Women

90. The Executive Director, United Nations Development Fund for Women (UNIFEM), introduced the UNIFEM multi-year funding framework cumulative report, 2004-2006 (DP/2007/35) and summarized the implementation to date, the findings of the MYFF evaluation and the linkages between progress, evaluation results and the upcoming strategic plan. She spoke about coherence, relevance and the sustainability of products and services; programme capacity aligned with demand; strategic partnerships for new constituencies; management and human resources practices reflecting a commitment to excellence; and a larger, more diversified, more reliable resource base.

91. Delegations expressed appreciation for the organization, and recognized its efforts in advancing gender activities across the United Nations system in several key areas, including: (a) providing holistic direction to UNCTs and helping national governments set gender priorities; (b) helping to keep the MDG-3 goal – promoting gender equality and empowering women – prominent on the development agenda; and (c) working to promote the goals and ideals of other gender-related multilateral agreements, such as the Convention on the Elimination of All Forms of Violence against Women, the Beijing Platform for Action and Security Council resolution 1325.

92. Many delegations asked specific questions pertaining to the report of the MYFF or to the proposed strategic plan, requesting more information on: action taken – or planned – to use the United Nations Trust Fund to End Violence against Women to support a coherent response to the issue of gender-based violence; UNIFEM plans to work with governments to develop and implement national projects to prevent and eliminate violence against women; gender areas in which UNIFEM would lead, and those to which it would contribute.

93. One delegation offered suggestions for making the UNIFEM strategic plan more meaningful and effective, such as greater emphasis on capacity-building in the development results framework, and a breakdown of expenditures – as was the case with the MYFF goals – for each goal in the development results framework. Some delegations requested more detailed information on UNIFEM partnerships, since its

founding resolution (39/125) requested that the organization work towards maintaining close, continuous relationships with other United Nations organizations. Delegations asked UNIFEM to continue pursuing country-level cooperation agreements with other United Nations organizations. A few suggested co-financing local gender equality experts and programmes; in doing so, lessons learned by UNCTs should be used to ensure relevance and meaning in the local context.

94. Some delegations expressed concern about the projected resource scenarios in the UNIFEM draft strategic plan and questioned the feasibility of doubling the core resource base. They encouraged UNIFEM to avoid spreading itself too thinly, and to focus on areas where it could have the maximum impact and add value, given its limited resources. There was a call from almost all Board members, however, for continued support and greater core funding to UNIFEM for its activities in women's empowerment and gender equality.

95. In response, the Assistant Secretary-General and Director, Bureau for Development Policy, reaffirmed the importance of UNIFEM, and its role in addressing gender issues, in the development work of the United Nations. He expressed support for UNIFEM as a catalyst and innovator in gender equality and a leader in gender mainstreaming for development effectiveness.

96. The Executive Director thanked delegations and responded to queries from the Board. She highlighted the need for work in gender equality as being critical to achievement of the MDGs and central to human development, human security and human rights. She spoke about economic wealth in the context of globalization, which had remained equitable in terms of gender.

97. The Executive Director thanked the many donors that had pledged funding to UNIFEM but emphasized that the organization could not keep stretching its resources and simultaneously deliver fully on its mandate; there was a need to provide 'honest costing'. She touched upon the Trust Fund to End Violence against Women, noting that UNIFEM was pleased with the funding growth and the manner in which the fund had brought United Nations and civil society organizations to work together. In one key area of activity – assistance to countries with laws to end violence against women – money was invested in communities to put systems of protection and prevention in place and strengthen criminal justice systems and social services in order to end violence and trafficking.

98. The Executive Board adopted decision 2007/23 on the UNIFEM multi-year funding framework cumulative report, 2004-2007.

XVII. Financial, budgetary and administrative matters

Cost recovery

99. The Associate Administrator made introductory remarks on cost recovery, referring to regular resources as the bedrock of UNDP. He stressed the commitment of the organization to ensuring that functions linked to non-core resources are adequately funded, without subsidization from core resources. As requested by the Executive Board in decision 2004/30, UNDP had undertaken a study on the effectiveness of the cost-recovery policy on the basis of the harmonized principles commonly accepted by United Nations organizations. The Associate Administrator

announced that the target rate for UNDP-managed third-party contributions and trust funds would be a flat fee of 7 per cent, effective immediately.

100. Based on decisions 2004/30 and 2006/30, the Director, Bureau of Management (BOM) gave an overview of the assessment report on the effectiveness of the cost-recovery policy. She described the methodological underpinnings and performance-related issues since the introduction of the current policy in 2003 and referred to the informal consultations, definitions, subsidization, successful attainment of targets, and simplification of the cost-recovery approach with the new 7 per cent fee.

101. Board members recognized that cost recovery was a complex matter and proposed measures to further rationalize related policies. A few delegations wondered whether the 7 per cent rate was adequate to remove subsidization of non-core activities by core resources; those delegations recommended that more work be done to meet the goals outlined by the General Assembly for full cost recovery on non-core resources. They expressed concern over the methodology used to calculate cost-recovery rates in the context of ever-growing 'other resources', and suggested that it should include direct, variable indirect and fixed indirect costs.

102. Regarding multi-donor trust funds and the services provided by UNDP, a few delegations requested that the organization review its current 1 per cent cost-recovery fee to determine whether it was sufficient to perform the needed administrative and fiduciary functions, as service in this area was expected to grow between 2008 and 2011. One delegation asked how fixed and variable indirect support costs were apportioned, requesting more information in those areas. Another delegation indicated that it was not in a position to adopt the draft decision proposed; the estimates used in the cost-recovery policy and definitions were unclear and it felt the need to maintain some flexibility for cost-recovery rates.

103. A few delegations cautioned against policy that would discourage contributions to core resources and potentially increase earmarked funds, which would exacerbate the imbalance in core and non-core resources of the organization. One delegation asked if the rate for UNIFEM and UNCDF was also 7 per cent, or whether those organizations determined their rates independently.

104. The Associate Administrator and Director, BOM, responded to the Board, requesting on-the-ground compliance with established cost-recovery rates, since the willingness on the part of the Board to adopt a particular rate was not always matched at the country level. The Associate Administrator added that discussions on the upcoming biennial support budget would be an excellent forum for in-depth responses to cost-recovery questions raised by delegations. He also proposed a mid-term policy review to consider the implications of the policy; raised the possibility of charging some donors more than 7 per cent at the country level; suggested the use of the 'balanced scorecard' to measure performance in cost recovery; and indicated a need to strengthen the use of information technology to improve data collection, reporting and diagnostics. He added that UNIFEM and UNCDF determined their cost-recovery rates independently, but the average was approximately 7 per cent.

105. The Executive Board adopted decision 2007/18 on the report on UNDP cost recovery effectiveness.

Joint UNDP/UNFPA segment

XVIII. Internal audit and oversight

United Nations Development Programme

106. The Officer-in-Charge, UNDP Office of Audit and Performance Review (OAPR), presented the report on internal audit and oversight (DP/2007/37) and described advisory and investigation activities in 2006. He reminded the Board that 2006 was the last year in which OAPR had provided internal audit services to UNOPS, and that OAPR was helping with the transition to an in-house UNOPS internal audit unit.

107. The Associate Administrator then addressed the Executive Board, stressing the importance to senior management of audit findings and recommendations. He identified five action areas to ensure sound organizational management and transparency, and referred to sharing internal audit reports and making public documents available by posting them on the UNDP website.

108. He concluded with an update of issues surrounding UNDP and its work in the Democratic People's Republic of Korea, which suspended operations as of 1 March 2007. The United Nations Board of Auditors had found no evidence that UNDP funding was diverted to the Government of the Democratic People's Republic of Korea. He reiterated the willingness of UNDP to act upon any substantiated allegation, and called upon the Board for guidance in maintaining the reputation of UNDP staff and the integrity of the organization.

109. Many delegations expressed satisfaction with the role played by the audit advisory committee in helping safeguard organizational integrity. Several delegations called for consultations between the audit advisory committee and the Executive Board, so that members could monitor and provide guidance in bank reconciliations, national execution audits, capacity-building, and coordinating responses to technological disasters. To reinforce the importance of transparency in UNDP operations by having access to internal audit reports, one delegation quoted from the report of the Board of Auditors on UNDP activities in the Democratic People's Republic of Korea. Another reminded Board members that, since January 2007, UNDP actions in respect of the Democratic People's Republic of Korea had been guided by the wishes of the Executive Board.

110. Several delegations cautioned against a shift in mandate for the Board from an oversight body to a political instrument. The delegation of the Democratic People's Republic of Korea articulated the consistent position of the Government that development assistance should be pursued on the basis of the national strategies and plans of developing countries. The delegation said that what should be questioned first and foremost was the circulation of unfounded allegations, and the pressure that had been applied on UNDP to limit its assistance to the provision of humanitarian aid. The delegation reiterated that this had hampered international assistance to the Democratic People's Republic of Korea and had resulted in the suspension of UNDP operations there. The delegation clarified that the Government would reject any assistance with conditionality, and added that this position would remain unchanged in the future.

111. Many delegations noted that internal audit data should not be taken as a starting point for Executive Board discussions, and that access to internal audit reports by Board members would raise other important issues, such as procedures for access, privacy and national sovereignty, and the neutrality of funds and programmes. One delegation called for “balance and proportion” in dealing with access to reports, requesting that information on current regulations and structures be presented as a way to permit a clearer understanding of what the organization is seeking to do by permitting wider public access to internal documents.

112. In publishing financial statements, one delegation asked that a description of the processes, management practices and internal controls be provided through a ‘statement of internal control’. The delegation requested an explanation of the root causes of the trust fund deficit and prevention of further declines. Another delegation requested that annual reports be prepared independently and presented as official Board documents. That delegation lent full support to fraud hotlines and protecting whistleblowers.

113. The Associate Administrator responded by reaffirming the significance of audit reports as an independent tool for advice and guidance. While acknowledging that Member States should have access to audit reports in the interests of transparency, he noted the need to develop access procedures that would protect privacy. He reiterated that the Executive Board had guided the action taken by UNDP with respect to the Democratic People’s Republic of Korea. He expressed satisfaction that the report of the Board of Auditors had upheld the actions of UNDP management and validated the assertion that no funds had been diverted for incorrect purposes; the integrity of the organization had been defended. He restated the commitment of management to acting on any accusations that might be substantiated. The Officer-in-Charge, OAPR, reminded delegations that the goal of OAPR was to conduct country office audits on a three- to four-year cycle; the frequency of audits and the complexity of working in a decentralized environment must be a factor in allocating resources.

United Nations Population Fund

114. The Director, Division for Oversight Services (DOS), introduced the UNFPA report on internal audit and oversight activities in 2006 (DP/FPA/2007/14). The Deputy Executive Director (External Relations, United Nations Affairs and Management), provided the UNFPA management response.

115. Delegations appreciated the UNFPA commitment to improving the quality of audit, oversight and risk management and welcomed efforts to tighten internal control mechanisms, increase accountability and prevent fraud. They appreciated the improved quality of the reports and commended UNFPA for harmonizing audit rating methodologies and for its progress on oversight systems, including the risk management framework. Delegations requested greater operational independence of internal oversight functions and called for adequate human and financial resources. Recognizing the challenges posed by IPSAS, delegations encouraged establishing audit and risk mitigation practices in the strategic plan, thus anchoring it in accountability. Concerning national execution (NEX), delegations encouraged additional country level efforts to further develop local capacities to improve internal controls and ensure compliance. They asked that NEX be better coordinated and audit mission procedures be defined. Delegations commended the creation of the Audit Advisory Committee (AAC) and supported holding discussions with the

committee at the annual sessions of the Executive Board. They welcomed a harmonized approach by UNFPA and UNDP to AAC reporting. Delegations underscored the need for UNFPA and UNDP to establish comprehensive management accountability frameworks, taking into account Executive Board members' views.

116. Two delegations stated that internal audits should be made available to Executive Board members with due regard for privacy. Another delegation stated that disclosing internal audits to the public would not increase management efficiency; instead, both UNDP and UNFPA should respectively consider publishing a Statement of Internal Control to address Board concerns. Numerous delegations underscored that disclosing internal audit findings was not a professional practice, as per international standards. They stated that such a practice could compromise the quality of internal audit, which was an important management tool. They emphasized that United Nations development assistance and operational activities should not be politicized and should be carried out on the principle of national ownership.

117. The Deputy Executive Director appreciated the positive feedback provided by Executive Board members and thanked them for their constructive suggestions. She reiterated UNFPA support for the AAC and noted that the Fund had benefited from AAC advice. She underscored that since 2002 UNFPA had consistently increased resources for oversight functions, including enhancing country-level capacity. She added that UNFPA would further develop its accountability framework, including risk mitigation. She noted that UNFPA had taken many systematic steps to strengthen NEX capacity and also looked forward to working on NEX issues within UNDG. She fully concurred that every United Nations organization had to be an example of the highest corporate governance and pointed out that UNFPA was on the right track. The Director, DOS, thanked delegations for appreciating the work of UNFPA. He stated that allocation of resources for audits was based on the internal audit plan. He concurred with the comments regarding the AAC. He recalled that in his introduction he had delineated the principles regarding internal audit disclosure and the potential downside. He underscored that the issue of disclosure applied across the entire United Nations system and required a common response. He noted that there should be a disclosure policy approved by the governing body, the Executive Board.

118. The Executive Board adopted decision 2007/29: Internal audit and oversight: UNDP, UNFPA and UNOPS.

XIX. Financial, budgetary and administrative matters (continued)

Results-based budgeting

119. On behalf of UNDP and UNFPA, the Director, UNDP Office of Planning and Budgeting, presented the proposed results-based budgeting approach to the biennial support budgets of UNDP, UNFPA and UNICEF. She touched upon the common framework for the three organizations, explained how results-based budgeting was a move away from explaining budget inputs toward understanding the cost of achieving results, and highlighted the extensive efforts made during ongoing consultations with stakeholders.

120. Delegations expressed support for the new results-based budgeting format, asked that the document sufficiently detailed to ensure openness and transparency, and encouraged continued harmonization. The Executive Board adopted an oral decision taking note of the revised biennial support budget format as proposed in the

informal mock-up budget document; and requesting the UNDP Administrator and the UNFPA Executive Director to present a preliminary draft biennial support budget, in the results-based format, based on information available, for consideration by the Board at its second regular session 2007.

121. The Executive Board adopted decision 2007/19 on an interim allocation for the UNDP biennial support budget, 2008-2009.

122. The Executive Board adopted decision 2007/14: Interim allocation for the UNFPA biennial support budget, 2008-2009.

XX. Field visits

123. The report of the field visit to Liberia was presented for consideration by the Executive Board. Delegations took note of the importance of United Nations work in the country and suggested continued strengthening of national capacity and national execution, as well as capacity-building of non-governmental and civil society organizations. Delegations felt that such efforts would be the only way to ensure a lasting peace, rebuild the society, stave off 'brain drain' and build a positive momentum in Liberia. They underscored the need for UNDP and UNFPA to strengthen resource mobilization as Liberia made the transition from conflict to development, particularly in light of the future withdrawal of UNMIL. The importance of subregional programmes was stressed.

124. UNDP management reconfirmed the importance of helping Liberia transition from recovery to long-term development and supporting its work in strengthening national capacity development through national execution. The Executive Board would soon be reviewing the country programme document, which addressed many of the issues raised by delegations, including national capacity-building, legislative reforms, support to governance, national institution-building, and gender and HIV/AIDS. UNDP continued to work closely with government and national partners in the area of resources mobilization, helping Liberia maximize the use of resources for its development programmes.

125. The UNFPA Representative in Liberia thanked the Executive Board members for their visit and support. She concurred that capacity-building was a central concern for all in Liberia and a key component of the UNFPA programme that emphasized national ownership. She underscored UNFPA participation in various ongoing joint programme formulation processes and noted the Fund's emphasis on inter-agency coordination and collaboration. She recalled the UNFPA-supported Mano River Union subregional HIV/AIDS project that the Board members had seen during their field visit.

126. The Executive Board took note of the report on the joint field visit to Liberia.

XXI. Other matters

Special event: Millennium Development Goals

127. A special event was organized to showcase how the MDGs have been operationalized and integrated into national development strategies with support from UNDP and UNCTs. Three speakers from various regions highlighted lessons learned and underscored implementation challenges that governments have faced in

aligning their development strategies with the MDGs. The ensuing discussion period covered the role of UNDP in supporting the MDGs and scaling-up successful implementation breakthroughs achieved in recent years.

Informal meetings

128. The Executive Board held the following informal meetings:

UNDP. (a) Informal consultations on draft decisions; (b) Informal consultations on the UNDP strategic plan; and (c) Informal consultations on the UNIFEM strategic plan.

UNFPA. Informal consultations on the strategic plan and related matters, and draft decisions.

Joint UNDP/UNFPA. Informal briefing on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS.

Part three
Second regular session

**Held at United Nations Headquarters in New York
from 10 to 14 September and 5 October 2007**

I. Organizational matters

1. The second regular session 2007 of the Executive Board of UNDP and UNFPA met from 10 to 14 September and on 5 October in New York. The Executive Board approved the agenda and work plan for its second regular session 2007 (DP/2007/L.3) and the report of the annual session 2007 (DP/2007/39).

2. The Executive Board agreed to the following schedule of sessions of the Executive Board in 2008:

First regular session 2008:	21 to 24 January 2008
Joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP:	25 and 28 January 2008
Annual session 2008:	16 to 27 June 2008 (Geneva)
Second regular session 2008:	8 to 12 September 2008

3. Decisions adopted by the Executive Board at the annual session 2007 were included in document DP/2007/44 accessible at www.undp.org/execbrd.

Administrator's statement

4. In his address to the Executive Board, the Administrator reflected on recent challenges in the global economic environment. Citing the turmoil in financial markets as an example of the world's growing economic interdependence, often with severe and immediate impact on the most vulnerable states, he underscored the need for inclusive growth – a driving principle of the proposed UNDP strategic plan, 2008-2011. He stressed the importance of a systematic analysis of resource deployment and of results-based management and interventions. In that context, he observed:

- (a) *A marked increase in external and internal assessments of UNDP performance*, with more independent evaluations and stronger accountability and transparency controls contemplated in the strategic plan;
- (b) *The establishment of concrete indicators* to measure UNDP contributions to development results, notably in the areas of United Nations coordination, management, South-South cooperation and other cross-cutting issues as a basis for assessing institutional performance;
- (c) *Strengthened commitment to national ownership* of the development agenda, using a 'market test' of demand for UNDP services to help measure its effectiveness; and
- (d) *The UNDP policy* "that equality of rights for all is the indispensable foundation on which human development must be built".

5. He outlined the findings of a preliminary report of an external audit of past UNDP operations in the Democratic People's Republic of Korea, adding that new allegations of funding diversion and whistleblower retaliation have prompted management to commission a complementary external review of issues beyond the mandate and terms of reference of the external auditors. He stressed the importance of due process in investigations, taking note of existing mechanisms such as the Office of the Ombudsman and policies to protect whistleblowers and to guard against harassment and abuse of authority.

6. In anticipation of the high-level initiative on climate change of the Secretary-General, he noted the growing impact of climate change on human development.

Among the elements of a scaled-up UNDP response to climate change, he highlighted the forthcoming Human Development Report and a number of partnerships with other United Nations bodies and with the private sector.

7. On the matter of United Nations coherence, he acknowledged the ongoing challenges in maintaining a delineation between the dual roles of UNDP as operational agency and manager of the resident coordinator system. He cited examples of harmonization and closer collaboration with United Nations colleagues, and noted that the strategic plan is anchored in the needs and demands of programme countries, guided by the parameters set out in the triennial comprehensive policy review (TCPR). Within those parameters, UNDP seeks to respond effectively to growing demand for greater effectiveness of the United Nations system, enhanced national ownership, greater country-level simplification and harmonization, and clearer delineation of functions.

8. Since the Administrator's statement was followed immediately by the Associate Administrator's introduction to the UNDP strategic plan, 2008-2011, most comments by delegations were made subsequent to that presentation. However, the interventions, including those referred to in this paragraph, also related to the Administrator's statement. Delegations welcomed the Administrator's emphasis on growth and national ownership as well as the strengthened focus on transparency, performance assessment and managing for development results. They reaffirmed the critical role of UNDP in assisting countries to achieve the Millennium Development Goals, and called on Member States to cooperate in allowing this important work to progress. While reserving more specific comments for the deliberation of the draft strategic plan, some delegations nonetheless observed that parts of the Administrator's statement seemed at odds with the core functions of UNDP and with the potential impact of the plan.

9. In his statement the Administrator addressed various issues related to the former operations of UNDP in the Democratic People's Republic of Korea. He said that the preliminary report of the Board of Auditors (BOA) had found that UNDP ran a modest programme there, averaging \$2.6m per year, and that UNDP had a full range of monitoring mechanisms in place, including site visits, to check how the funding was being used. On staffing practices, he said that BOA had found that UNDP had paid a government agency in the Democratic People's Republic of Korea for national personnel, instead of hiring and paying national staff directly, and that this practice did not follow worldwide UNDP rules. He added that a number of new allegations had been raised since the preliminary BOA report, and that UNDP was taking the allegations very seriously. He stressed UNDP support for the ongoing BOA process, and added that that UNDP, after consulting with the Executive Board President and some Member States, had decided to commission a complementary external review of its operations in the Democratic People's Republic of Korea, "in order to leave no stone unturned in getting answers to all of the allegations that have been raised".

10. Some delegations expressed concern over UNDP handling of the allegations related to operations in the Democratic People's Republic of Korea, contending that its approach contradicted UNDP principles of equal relations with all States. One delegation took issue with the Administrator's characterization of the BOA report. In the view of that delegation, the Administrator's comments gave the impression that UNDP had been given a clean bill of health and that no problems had been

found. The delegation pointed out that, in its view, the BOA report reached conclusions directly to the contrary, in that, in each of the areas examined, the BOA found that UNDP had acted in violation of its own rules. The delegation added that BOA had found that UNDP made payments in hard foreign currency and had recruited personnel directly from the Government of the Democratic People's Republic of Korea. The delegation cited certain instances mentioned in the BOA report where there was nonconformity with Article X of the Standard Basic Agreement entered into between UNDP and the Government of the Democratic People's Republic of Korea. The delegation also pointed out that BOA had noted that "during the years 2002-2006, there was no indication that field visits were undertaken by internal auditors of all entities." In response, the Administrator reaffirmed management's commitment to transparency at all levels of UNDP, referring once more to the range of measures currently in place to that end.

UNDP segment

II. Financial, budgetary and administrative matters

11. The Associate Administrator presented the annual review of the financial situation, 2006 (DP/2007/41 and Add.1), information on United Nations technical cooperation expenditures, 2006 (DP 2007/42 and Add.1), and a preliminary draft of the biennial support budget in a results-based format.

12. Noting that the ratio between regular and other resources currently stands at 1:4, he reiterated the need to achieve a ratio of 1:3 by the end of the cycle, a target he felt attainable with support from Member States and commitment to predictable, timely funding. He noted a small (0.3 per cent) increase in technical cooperation expenditure. There was a major shift in the distribution of expenditure deriving from regular and extra-budgetary resources dedicated to technical cooperation. UNDP continues its overall upward trend in total programme delivery.

13. The Associate Administrator introduced the draft biennial support budget, which organizes proposed management results for 2008-2009 around 18 functions. He pointed out that, in contrast to previous input-based budgets, measuring management results at a functional level responds to the call for greater oversight and auditing functions.

14. The Executive Board adopted decision 2007/31 on the annual review of the financial situation, 2006 (UNDP) and the multi-year funding framework cumulative report on UNDP performance and results for 2004-2006. The Executive Board took note of the report on the information on United Nations system technical cooperation expenditures 2006.

III. UNDP strategic plan, 2008-2011

15. The Associate Administrator presented the draft strategic plan, 2008-2011, noting that its improvements on the current multi-year funding framework are driven by country demand and comparative advantage. He spoke of the paradox of maintaining a corporate sense of purpose in a decentralized organization such as UNDP, while at the same time needing to tailor approaches and expectations to

country-level contexts. The results frameworks of the strategic plan, he noted, aim to strike the necessary balance between flexibility and accountability.

16. He asserted that the four development focus areas – poverty reduction and achievement of the Millennium Development Goals, democratic governance, crisis prevention and recovery, and environment and sustainable development – represent a natural evolution in the work of UNDP, with the overarching goal of developing country-level capacity to achieve the Goals.

17. Among the essential conditions for UNDP success, he underscored the following: a need to account for value created with taxpayers' money; a dynamic learning environment that captures and applies lessons; a world-standard ethical culture impermeable to fraud or corruption; strong investment in human resources; an emphasis on staff safety and security; and organization of UNDP and the wider United Nations system around the Millennium Development Goals.

18. In addition to highlighting prescriptions for strengthening accountability and results-based management, he stressed that the strategic plan is a living document that will benefit from a dynamic process of consultation and collaboration.

19. Delegations commended the efforts of UNDP to make the strategic plan responsive to the needs and concerns of Member States. Acknowledging the unprecedented number of informal consultations on the strategic plan, they expressed appreciation for the ongoing commitment to refining the draft. Many noted with approval the stronger orientation toward measurable results and the cross-cutting integration of gender equality and women's empowerment, as well as the emphasis on national ownership, South-South cooperation, capacity development and a demand-driven approach. Many urged a move forward to implementation.

20. At the same time, delegations expressed contrasting assessments of the potential impact of certain elements of the proposed strategic plan. Some felt that certain proposals tended to impose conditionalities, undermine national sovereignty and cause UNDP to deviate from its core development mandate, as well as pre-empt the outcome of General Assembly negotiations and the TCPR. Others expressed regret at a perceived dilution of the human rights-based approach and called for greater precision in delineating United Nations coordination functions, underscoring the importance of a clear division between these and the operations of UNDP itself. Several delegations asked for further elaboration on the concept of a UNDP accountability framework. Although many delegations welcomed the emphasis on South-South cooperation as central to capacity development, some felt the draft strategic plan presented it as a modality rather than as a driving principle.

21. After exhaustive consultations on this agenda item, the President convened an extraordinary sixth day of deliberations, at which he presented a draft decision on the UNDP strategic plan, 2008-2011.

22. In remarks on behalf of the Administrator, who was attending to previously scheduled commitments abroad, the Associate Administrator stated that a rather big challenge during the session had been towards reaching an agreement on the UNDP strategic plan, 2008-2011. He thanked Board Members for the tremendous efforts they had made to achieve a consensus on the plan. He acknowledged that not all delegations were fully pleased with every part of the decision, adding that UNDP needed to recognize this and be sensitive to the full range of issues and concerns

expressed. He assured the Board that UNDP would follow fully the provisions and guidance contained in their decision, and that all the amendments and adjustments integral to the decision would be fully reflected in the operationalization of the strategic plan. He underscored the commitment of UNDP to ensuring that all guidance provided to country offices would reflect the full provisions of the decision. Finally, he committed to issuing an updated version of the strategic plan, reflecting all the provisions of the decision, prior to the first regular session of the Executive Board in January 2008.

23. Delegations were pleased to have arrived at a consensus on the decision and praised the consultative process. They pledged to cooperate in ongoing efforts to improve the plan. Some took the floor to underscore the crucial role of UNDP in promoting United Nations norms, standards, principles and ideals as prescribed by its mandate. Many stressed the importance of national ownership and respect for sovereignty in development interventions at country level.

24. Some delegations, however, reiterated their contention that a human rights-based approach is not within the UNDP mandate, nor does UNDP have normative, operational or monitoring competence in the area of human rights. Some urged UNDP to base its work on internationally agreed concepts and approaches consistent with the outcomes of United Nations summits and conferences. They reaffirmed the view that development funding should be neutral, grounded in multilateralism and free of conditionalities, reflecting the universal, voluntary and grant nature of United Nations development activities as guided by national priorities. In the spirit of constructive dialogue, some delegations encouraged UNDP to remain sensitive to divergent viewpoints and cultural differences in ongoing discussions of and improvements to the strategic plan.

25. The Executive Board adopted decision 2007/32 on the UNDP strategic plan, 2008-2011. Full transcripts of statements delivered upon adoption of the decision are contained in document DP/2008/1/Add.1.

IV. Programming arrangements

26. The Associate Administrator presented proposals on programming arrangements, which included: a systematic adjustment of country classification thresholds at the start of each programming cycle to ensure that they remain constant over time; standardizing the target for resource assignment from the core (TRAC) to a 50:50 share between TRAC-1 and TRAC-2, with regional flexibility of up to 10 per cent above regional pro rata shares of total TRAC-1, and without country limitation on TRAC-2 resource assignments; increasing the annual programming base from \$450 million to \$700 million; and adjusting specific fixed lines of the programme financial framework. He also proposed measures intended to strengthen the partnership between UNDP and the United Nations Capital Development Fund (UNCDF) in areas of decentralization, local governance and microfinance.

27. Delegations were pleased with the move toward results-based budgeting captured in the document, but called for clearer linkages between allocations and development outcomes according to the priorities set forth in the draft strategic plan. Some commended the strengthened partnership with UNCDF, noting that the increasing demand for its services warranted predictable programme financing

support. Others encouraged UNDP to adopt a gradual approach to classification adjustments, to minimize any adverse impact on ongoing programmes as well as to maintain funding thresholds within TRAC that would sustain a minimum presence in middle-income countries.

28. Delegations also welcomed the introduction of a fixed line for gender mainstreaming, hailing its potential for closer monitoring of gender-related spending over time.

29. The Associate Administrator emphasized in response that allocations and cost classifications would proceed according to country programme demand and remain subject to review, with necessary adjustments after the new biennium. He took note of the comment regarding minimum funding thresholds in middle-income countries.

30. The Executive Board adopted decision 2007/33 on proposals for programming arrangements for 2008-2011.

V. United Nations Development Fund for Women

31. The Executive Director, United Nations Development Fund for Women (UNIFEM), presented the UNIFEM strategic plan, 2008-2011. Asserting the centrality of women's empowerment to achieving the Millennium Development Goals, she noted that the plan aims to deepen support through catalytic programming with a guiding framework of national ownership, South-South cooperation and supporting country capacity to implement global conventions on women's empowerment.

32. Building on the previous multi-year funding framework, the new strategy features specific yet interlinked outcomes adapted to local contexts. She described the development and management results frameworks, underscoring the responsibilities of UNIFEM to provide demand-driven policy advice and programming, strong coordination on gender equality throughout the United Nations reform process, accountability, risk management and oversight, and effective, efficient administrative, human and financial capacity and systems. She called for an increase in core contributions to enhance predictability and effective planning.

33. Some 34 delegations took the floor to pay tribute to the Executive Director's 12-year tenure at UNIFEM on the occasion of her final appearance before the Executive Board in that capacity, many praising the role and impact of UNIFEM in their own development initiatives. Some delegations underscored the crucial role of UNIFEM in the drive to achieve 'one United Nations', in coordinating gender-based interventions across the United Nations system and in global achievement of the Millennium Development Goals. In that regard, they noted that mainstreaming gender equality is the collective responsibility of all Member States and of the United Nations system as a whole. One delegation urged UNIFEM to scale up efforts to promote participation of men in women's empowerment initiatives.

34. Several delegations observed that while the draft strategic plan moves definitively toward sharper, more ambitious catalytic programming, gaps remain in its monitoring, evaluation and accountability mechanisms. Delegations perceived a 'crisis of implementation' and encouraged better harvesting of data and lessons learned to more seamlessly transform ideas into strategic action.

35. Reiterating the need for predictable funding, many delegations applauded the growing support for gender-related development activities, one delegation officially committing to increased support to UNIFEM. Some delegations, noting stagnation in UNIFEM core funding, asked how programming would be affected in the event of a shortfall in the projected core funding increase. One called attention to the challenge of service delivery in middle-income countries, where funding allocations might fail to adequately assess needs on the ground. Delegations called on Member States beyond the traditional largest donors to consolidate support.

36. Senior UNIFEM managers responded by detailing the ongoing efforts to harmonize operations with other United Nations organizations and to improve accountability, monitoring and evaluation. They assured members of their continued creativity in capturing lessons learned and in bolstering capacity at country level to scale up replication of good practices.

VI. UNDP country programmes and related matters

37. The Associate Administrator presented 22 draft country programmes for consideration by the Executive Board, from:

Africa region: Democratic Republic of the Congo, Equatorial Guinea, Liberia, Madagascar, Rwanda and Togo.

Asia and the Pacific region: Fiji, Nepal and Samoa.

Arab States region: Kuwait and Somalia.

Latin America and the Caribbean region: Colombia, Costa Rica, Mexico and Nicaragua.

38. In accordance with Executive Board decision 2001/11 and 2006/36, the Executive Board approved the following country programme extensions on a no-objection basis: Bahrain, Bhutan, Bolivia, Cuba, Djibouti, Guinea-Bissau, India, Jordan, Malawi, Malaysia, Maldives, Mali, Papua New Guinea, Russian Federation, Sierra Leone, Sri Lanka, Suriname, Trinidad and Tobago, and United Arab Emirates.

39. Among the votes of confidence and appreciation expressed by delegations for the draft regional programmes, several praised the consultative process which produced them. Many went on to draw attention to the particular resource mobilization challenges faced by middle-income countries. Others questioned whether UNDP was best placed to support economic development initiatives and urged UNDP to play to its strengths, such as advocacy and capacity development. Delegations urged UNDP to improve its effectiveness in partnering with local institutions and initiatives. One delegation recommended that UNDP strengthen interventions and coordination at local, district and village levels, and to ensure participation of marginalized and vulnerable groups in the development process.

40. The Assistant Administrator and Director, Regional Bureau for Asia and the Pacific, presented a note by the Administrator on assistance to Myanmar. Summarizing the findings of a recent assessment of the Human Development Initiative in Myanmar, he illustrated, through examples of concrete results, how the initiative had met its mandate, and offered grounds for a three-year extension.

41. Delegations expressed support for the extension, some urging UNDP to redouble its efforts to ensure that its resources were appropriately targeted and applied according to the mandate of the initiative.

42. The Executive Board adopted decision 2007/36 on assistance to Myanmar.

VII. United Nations Office for Project Services

43. The Executive Director, United Nations Office for Project Services (UNOPS), reported on the implementation of the recommendations of the Board of Auditors for 2004-2005.
44. Delegations expressed appreciation for the improvements in transparency and efficiency at UNOPS. One delegation called on UNOPS to address remaining gaps in internal risk control, maintenance of reserve and internal accounts.
45. Turning to the proposed transfer of direct procurement services for common-user items from the UNDP/Inter-Agency Procurement Services Office (IAPSO) to UNOPS, delegates welcomed the proposal in the light of the associated strengthening of UNOPS as a central procurement resource, among other procurement resources, to the United Nations system.
46. The Executive Board adopted decision 2007/37 on the implementation of the recommendations of the Board of Auditors, 2004-2005, and decision 2007/38 on the proposed partial merger of certain functions of IAPSO with UNOPS.

VIII. United Nations Capital Development Fund

47. The Executive Director, United Nations Capital Development Fund (UNCDF), presented a proposal on programme and funding arrangements for the Fund. He detailed progress in partnering with UNDP to integrate strategic planning and results frameworks through the UNDP strategic plan, establish programmes and mobilize resources jointly at country level, integrate reporting and evaluation policies, and rationalize management and operations. He called for more frequent consultations with donor Member States and with UNDP to increase core resources and stabilize the financial foundation of UNCDF.
48. Delegations praised efforts to harmonize with UNDP, and heralded the singular focus on least developed countries. Several delegations queried which alternatives UNCDF would adopt should it fail to meet its funding goal of \$25 million dollars: whether it would reduce the number of countries supported or the amount allocated to each country. In this regard, many called upon UNCDF to rule out the former option, some encouraging UNCDF to extend its services, albeit gradually, to all least developed countries. Some urged UNCDF to present the more detailed progress report on integration efforts with UNDP that had been planned for the current session. Many echoed the call for increased funding from UNDP, as well as for a more diversified base of donors and other funding sources. One delegation cautioned that UNCDF should refrain from becoming engaged with financial sector reform at the country level to an extent that would exceed its mandate.
49. In response, the Executive Director assured delegates that programming and funding arrangements with UNDP remain a top priority for UNCDF. He identified funding stability as the major challenge, and expressed appreciation for the widespread encouragement for UNDP to take the lead in increasing support. He stressed that UNCDF would seek to avoid reducing the number of countries assisted,

a position reiterated by other senior fund managers. The Executive Director reminded delegates that creating enabling environments for microcredit through inclusive financial sector policies is one of the UNCDF practice areas. He closed by announcing his imminent departure from the UNCDF for personal reasons, which prompted tributes from the President and the Associate Administrator.

50. The Executive Board adopted decision 2007/34 on predictable programme financing for UNCDF.

UNFPA segment

IX. Statement by the Executive Director and financial, budgetary and administrative matters

51. The UNFPA segment opened with the statement of the Executive Director (available at <http://www.unfpa.org/exbrd>). The Executive Director stated that in a changing world, UNFPA was committed to change to better serve people in their quest for peace, security, human rights, and development. She underscored that nationally owned and led development was a fundamental guiding principle for UNFPA and the Fund's goal was to be a stronger field-focused organization that delivered stronger results in support of national development. She noted that the UNFPA strategic plan, 2008-2011, was designed to trigger local results. She underscored that the organizational structure emphasized strengthening country offices to improve programme delivery. She noted the Fund's commitment to collocation and regional alignment with other United Nations organizations. She stated that UNFPA was strengthening its oversight capacity and training all staff on accountability, including risk management and fraud prevention. She informed the Executive Board about the Fund's accountability framework and noted that a draft oversight policy was being prepared.

52. She gave an overview of the Fund's financial situation and thanked the top 10 donors to UNFPA: Netherlands, Sweden, Norway, the United Kingdom, Denmark, Japan, Finland, Germany, Spain and Canada. She thanked the 43 countries that had increased their contributions in 2007. She deeply appreciated that support from the Executive Board members and the United Nations membership at large had enabled UNFPA to become stronger and more stable financially.

53. The Executive Director highlighted the recently launched initiatives that UNFPA was proud to participate in: the International Health Partnership of Prime Minister Gordon Brown of the United Kingdom and Prime Minister Jens Stoltenberg of Norway; the Norwegian-led Deliver Now for Women and Children initiative; the Canadian initiative to save a million lives; and the UNICEF and UNFPA initiative to reduce female genital mutilation. She noted that poor sexual and reproductive health was the leading killer of young women in developing countries and constituted a large share of the global burden of poor health and disease. Greater progress in saving women's lives depended in part on greater resources and towards that end UNFPA was creating a thematic trust fund to improve maternal health. She encouraged Member States to contribute to the fund and emphasized that *No woman should die giving life*.

54. The Executive Director stated that UNFPA would continue to focus on HIV prevention among women and young people, and on condom programming. A comprehensive package of sexual and reproductive health services and supplies underpinned achieving universal access to reproductive health, HIV prevention and attaining the health Millennium Development Goals. She underscored that advancing women's empowerment and gender equality was central to development, human rights, peace and security. She noted the important work under way to carry forward the TCPR. She stated that the quest for coherence provided unprecedented opportunities to integrate the goals of the International Conference on Population and Development (ICPD) into national plans and United Nations support to countries.

55. Delegations applauded the Executive Director's inspiring statement and expressed strong support for the mandate and work of UNFPA. They commended UNFPA and its staff for the commitment to advancing the ICPD agenda. They underscored that achieving the ICPD goals was essential for achieving the Millennium Development Goals. They appreciated the extensive, transparent and inclusive consultative process that UNFPA had engaged in with Member States in developing the strategic plan, 2008-2011, and the organizational structure. Several delegations underscored the importance of the Fund's work in the area of sexual and reproductive health and rights, including HIV-prevention, especially among young people, and the eradication of gender-based violence. The strong inclusion of HIV/AIDS in the plan was considered extremely important, as well as the focus on combating female genital mutilation/cutting. They appreciated the priority given to the human rights-based approach in the strategic plan and noted that it was important for UNFPA to build capacity at all levels to implement this. Delegations supported the organizational structure and its emphasis on strengthening country offices and country-level support. Two delegations regretted the change of location of one of the regional offices.

56. The Fund's commitment to implementing the TCPR was commended. Referring to the Delivering as One pilots, one delegation asked about the costs. One delegation asked for information on the High-Level Committee on Management (HLCM). Several delegations expressed appreciation for UNFPA support and stated that they valued the Fund's work in their countries. A number of them indicated their interest in enhancing their partnership with UNFPA in such areas as reproductive health, HIV/AIDS, and youth. Some delegations expressed concern that progress on Millennium Development Goal 5, on improving maternal health, was lagging behind. One delegation noted that in addressing maternal health, there should be an emphasis on maternal mortality. Delegations noted the importance they attached to the Fund's work in humanitarian crises and mentioned that they would have liked additional information in the strategic plan on the cluster approach and the Fund's contribution to the ongoing humanitarian reform. Some delegations asked for further details about the Fund's partnership with other United Nations organizations, including in the area of gender.

57. Delegations were pleased to note the robust financial health of UNFPA reported in the Annual Financial Review, 2006. The delegation of Denmark announced that it would consider increasing its contribution to UNFPA by 50 million DKK upon the endorsement of the strategic plan. Several delegations commended UNFPA attention to accountability issues and expressed support for the Fund's plans to ensure robust audit, oversight and accountability arrangements. One

delegation stated that the accountability systems should not be established at the expense of the independence and credibility of United Nations internal systems and the sovereignty of Member States.

58. The Executive Director thanked the delegations for their support and comments. She thanked the European Commission for the increased contribution and also thanked Denmark for announcing a likely increase in its contribution. She appreciated the recognition by Executive Board members of the importance of the culturally sensitive approach, particularly in the community-level context. She emphasized that addressing maternal mortality was very high on the UNFPA agenda and the campaign to eradicate obstetric fistula was a part of that. She underscored the need to achieve the target of universal access to reproductive health by 2015. Regarding censuses, she noted that UNFPA was involved in several and was the lead agency for the censuses in Afghanistan, Iraq and the Sudan.

59. Concerning the issue of co-location, she noted that an important factor was that UNFPA bought services from UNDP and in the feasibility study it had been indicated that Almaty would be a subregional hub for UNDP and UNICEF. She assured the Board that no new bureaucratic layer would be created under the new organizational structure. Regarding the HLCM, she elaborated on the committees pertaining to human resource initiatives; financial management; and information and communication technology and knowledge sharing. Concerning the Delivering as One costs, she noted that the processes were very labour-intensive and required a heavy investment in terms of time and personnel.

60. She elaborated on the division of labour being worked out amongst the agencies regarding gender and stated that additionally, where UNIFEM was not present, UNFPA took on gender issues beyond reproductive health. She noted that UNFPA chaired the Inter-Agency Standing Committee task force on gender-based violence. Within specific global clusters UNFPA had coordination responsibility for the reproductive health sub-cluster within the Health cluster; for the sexual and gender-based violence sub-cluster under the Protection cluster; and for gender within the Early Recovery cluster. UNFPA had also been asked to take on coordination for improving age- and sex-disaggregated data collection and analysis for the cluster system as a whole. Regarding partnerships, she noted that the Fund's main collaborators included WHO, UNDP, UNICEF and UNIFEM.

61. The Director, Division for Management Services, in responding to a query noted that the 8 per cent growth in the biennial support costs as reflected in financial data over the past ten-year period was attributable to inflation, mandatory costs, security costs and local costs that were dollar-based and were impacted by currency movements. He stated that UNFPA was a small organization and had various fixed costs. Regarding the operational reserve, he clarified that UNFPA was neither freezing the operational reserve nor drawing down from it. Instead, UNFPA was proposing withholding \$11 million, which was the equivalent of 20 per cent growth in expected annual regular income for 2007 and 2008, to utilize those funds for the one-time cost of the organizational structure during the next biennium, 2008-2009: this should be regarded as an investment in the organization.

62. The Executive Board took note of the UNFPA annual financial review, 2006 (DP/FPA/2007/15).

X. UNFPA strategic plan and related matters

63. The Executive Director introduced the UNFPA strategic plan, 2008-2011: Accelerating progress and national ownership of the ICPD Programme of Action (DP/FPA/2007/17), as well as the other documents to be considered under the agenda item, namely: the global and regional programme (DP/FPA/2007/19); the UNFPA accountability framework (DP/FPA/2007/20); the review of the organizational structure (DP/FPA/2007/16) and corrigendum (DP/FPA/2007/16/Corr.1); and the review of the system for the allocation of UNFPA resources to country programmes (DP/FPA/2007/18).

64. Delegations appreciated the transparent and collaborative process followed in developing the strategic plan, 2008-2011. They recognized that the plan responded to the changing aid environment. Noting that the plan was concrete and well structured, they welcomed the three focus areas: population and development, reproductive health and rights and gender equality. They also welcomed the strategic plan's focus on national ownership, national leadership, capacity development, and South-South cooperation. Delegations underscored the positive difference that the work of UNFPA generated in the lives of women and youth. They recommended further refinement of baselines and indicators and emphasized robust monitoring of results. Some delegations hoped to see indicators to monitor reproductive health commodity security (RHCS) included in the results-based framework. Some delegations welcomed the emphasis on addressing the complications of unsafe abortion. One delegation sought clarification regarding unsafe abortion. Delegations expressed concern that progress on Millennium Development Goal 5 on improving maternal health was lagging behind.

65. Delegations welcomed the Fund's culturally sensitive approach to programming and hoped that implementation of the strategic plan would be guided by it. It was noted that such cultural and local sensitivity was necessary to adequately measure and evaluate programme results. Delegations welcomed UNFPA support for the 2010 round of censuses and noted the importance of strengthening data collection and use, including data disaggregated by sex and age. Delegations expressed support for scenario 3 of the organizational structure and emphasized that the changes should improve efficiency and performance at country and regional levels. They requested a timetable with benchmarks for the roll out. The importance of accountability and transparency was emphasized.

66. The Executive Director thanked the delegations for their constructive comments and support. Regarding the regionalization implementation, she assured the Executive Board that it would be a fair, open and phased process and noted that UNFPA had developed a human resources plan that included job matching and a job fair. She added that UNFPA would report back to the Board on progress. Regarding the query on abortion, she stated that UNFPA abided by paragraph 8.25 in the ICPD Programme of Action. She saluted the new Director-General of WHO and stated that WHO was an excellent partner with whom UNFPA collaborated on issues of common interest.

67. The Deputy Executive Director (Programme) elaborated on UNFPA collaboration with UNAIDS. She noted that as an active co-sponsor of UNAIDS, UNFPA had a lead role in the following: comprehensive condom programming, vulnerable young people, and HIV and sex work. She assured delegations that to

promote RHCS UNFPA was working with several partners, including national champions and NGOs.

68. The Chief, Strategic Planning Office, noted that UNFPA had developed a model for risk management and training was being provided to country offices. He stated that baselines for the strategic plan indicators would be established based on information obtained by the end of 2007 from the country office annual reports. Regarding reporting, he drew attention to annex 2 of the accountability framework document (DP/FPA/2007/20) and noted that comprehensive reports on the strategic plan implementation would be submitted in 2009 and 2011. Progress on implementation would also be provided in 2008 and 2010 through the Executive Director's annual reports. He emphasized that strengthening and harmonizing reporting to the Executive Board was very important. He noted that the strategic plan document included information on UNFPA partnerships at global, regional and country levels.

69. The Executive Board adopted the following decisions: 2007/40: UNFPA strategic plan, 2008-2011; 2007/41: UNFPA global and regional programme, 2008-2011; 2007/42: Review of the system for the allocation of UNFPA resources to country programmes; and 2007/43: Review of the organizational structure of UNFPA and the operational reserve.

70. Following the adoption of the decisions, the delegations of the United States of America and the Russian Federation provided explanations of position and requested that their statements be included in the record of the meeting (the statements are contained in annex 2). The delegations of Sweden and Belarus also made statements.

XI. Country programmes and related matters

71. The UNFPA Deputy Executive Director (Programme) provided a broad overview of the draft country programmes under consideration by the Executive Board. A short film was shown illustrating UNFPA work in developing countries to support reproductive health commodity security.

72. The Directors of the Africa Division, Asia and the Pacific Division, the Latin America and the Caribbean Division and the Deputy Director of the Division for Arab States, Europe and Central Asia introduced the specific draft country programme documents from their regions.

73. In accordance with decision 2006/36, the Executive Board approved the following 15 country programmes, on a no-objection basis, without presentation or discussion: Cameroon, Comoros, Guinea Bissau, Malawi, Mali, Sierra Leone, Djibouti, Jordan, Bhutan, India, Maldives, Papua New Guinea, Sri Lanka, Bolivia and Cuba. These documents had been reviewed and discussed earlier at the Annual session in June 2007.

74. The Executive Board also reviewed and discussed the following 14 draft country programme documents for: Democratic Republic of the Congo, Equatorial Guinea, Lesotho, Liberia, Madagascar, Rwanda, Togo, Somalia, Nepal, Pacific Island countries, Colombia, Costa Rica, Mexico and Nicaragua; and the country programme extension for Venezuela.

75. During the discussion, numerous delegations emphasized that UNFPA was an important development partner. They underscored that a fruitful consultative process involving Government, UNFPA, civil society and other stakeholders had been followed in preparing the draft country programme documents. They appreciated that the draft country programmes were in line with the UNDAF, national plans and priorities, and national poverty reduction strategies. They commended UNFPA efforts focusing on reproductive health care, including HIV/AIDS; addressing maternal and infant mortality and gender-based violence; and emergency preparedness. They noted that strengthened coordination amongst agencies would help avoid duplication. Some delegations stated that the ultimate goal should be one consolidated country programme.

76. Specific comments made on the draft country programmes were noted by UNFPA and, in accordance with decision 2006/36, will be conveyed to the respective countries to take into account in finalizing the country programme documents. The UNFPA Directors responded to queries from delegations and observed that in the interest of time additional information would be provided bilaterally to the concerned delegations. It was noted that due to the current procedures of the Executive Boards of the different agencies it was not possible to submit one consolidated country programme.

77. The Executive Board took note of the following 14 draft country programme documents and the comments made thereon: Democratic Republic of the Congo, Equatorial Guinea, Lesotho, Liberia, Madagascar, Rwanda, Togo, Somalia, Nepal, Pacific Island countries, Colombia, Costa Rica, Mexico and Nicaragua. The Board also took note of the country programme extension for Venezuela.

Joint UNDP/UNFPA segment

XII. Internal audit and oversight

78. The Associate Administrator, UNDP, and the Director, Division for Oversight Services (DOS), UNFPA, presented their respective oral reports (in response to decision 2007/29) on progress made in developing the components and principles of the oversight policy prior to its submission to the Executive Board in January 2008.

79. Delegates commended UNDP and UNFPA efforts and looked forward to further elaboration of their respective policies. They underscored the importance of accountability and transparency. They emphasized that all partners were accountable for delivering on the promises of the Millennium Development Goals. In noting that accountability should include a focus on the monitoring of performance and results, they stressed that accountability frameworks must be robust enough to respond to needs even in the most challenging parts of the world. Noting the importance of UNDP and UNFPA oversight services in providing assurance to the Executive Board, delegates underscored that donors sought assurance that their funding would reach the planned objectives. They reaffirmed the political neutrality and impartiality of UNDP and UNFPA and noted that a diversity of views should be preserved. Regarding financial disclosures by staff, one delegation asked to whom the information was disclosed and how the system worked.

80. The Associate Administrator, UNDP, acknowledged the importance of regarding oversight as but one dimension of broader accountability efforts. He

suggested informal consultations over the coming months to shape the role of the proposed audit advisory committee.

81. The Director, DOS, UNFPA, thanked the delegations for their support and encouragement. Regarding the financial disclosures by staff, he clarified that all UNFPA staff holding the rank of D-1 and above, plus all UNFPA Representatives and all procurement staff were required to make financial disclosures. The disclosures were made online and the custodian of the information was the UNFPA Deputy Executive Director (External Relations, United Nations Affairs and Management).

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

82. The Deputy Executive Director (Programme), UNFPA, and the Assistant Administrator and Director, Bureau for Development Policy, UNDP, made a joint presentation on UNDP and UNFPA implementation of the UNAIDS Programme Coordinating Board (PCB) recommendations.

83. Delegations appreciated the joint presentation and were pleased with the results of the review of progress in implementing the Global Task Team (GTT) recommendations. They encouraged further efforts to optimize joint programming and were interested in institutional incentives to encourage joint work at country level. They noted that UNAIDS could serve as a model to others in delivery. They stressed the importance of the division of labour as agreed among the UNAIDS cosponsors and emphasized the need to avoid duplication. Delegations underscored that the linkages between sexual and reproductive health and rights, gender equality and HIV/AIDS were critical for preventing the spread of the pandemic. They encouraged UNDP and UNFPA to invest in prevention activities addressing boys and girls, as well as the prevention of mother-to-child transmission. They hoped that the organizations would act upon the UNAIDS gender guidelines, once finalized, and work to ensure gender equality and equity in national HIV responses.

84. Delegations urged renewed focus on vulnerable and marginalized groups and on addressing the stigma and discrimination surrounding AIDS. They encouraged further efforts to strengthen analysis of the impact of HIV/AIDS on poverty and vulnerability to inform the development of national planning frameworks and poverty reduction strategies. They stressed the need to ensure that targets for different initiatives such as those of the United Nations, the Global Fund and bilaterally supported programmes were harmonized with country targets for universal access. They encouraged the agencies, funds and programmes to use the UNAIDS unified budget and work plan as the accountability tool for all HIV/AIDS activities.

85. The Deputy Executive Director, UNFPA, thanked the delegations for their constructive comments and assured the Executive Board that UNFPA was committed to implementing the GTT recommendations and was undertaking close follow-up. She noted that the follow-up action plan would be reviewed next week in Geneva at the UNAIDS meeting of global coordinators representing all UNAIDS cosponsors and adjustments would be made as needed. Referring to the ongoing discussions on the division of labour among UNAIDS cosponsors, she observed that the division of labour would respond to the respective country situation and factors

such as country presence and capacities of each cosponsor on the ground. Noting that the nearly 100 HIV/AIDS experts recruited by UNFPA to provide support in country offices were having a very positive impact, she provided an illustrative example of the joint programme in Kenya, as well as examples from Thailand and Indonesia. She stated that UNFPA would provide additional examples at future Executive Board sessions. She underscored that linkages between HIV/AIDS and reproductive health programming were increasingly evident.

86. The Assistant Administrator and Director, Bureau for Development Policy, UNDP, confirmed that HIV/AIDS-related interventions are not a sector unto themselves, but are mainstreamed to cut broadly across all practices. He acknowledged the ongoing challenges posed by stigma and discrimination surrounding AIDS.

87. The Executive Board 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/2007/50-DP/FPA/2007/22).

XIV. Field visits

88. The team leader of the UNDP/UNFPA Executive Board field visit to Mexico (29 April to 5 May 2007) introduced the report of the field visit (DP/2007/CRP.3 – DP/FPA/2007/CRP.2). He thanked the Government of Mexico and the staff of UNDP and UNFPA for a very educational and enjoyable field visit. He highlighted the recommendations contained in the report and noted that Mexico provided a useful paradigm for United Nations engagement with middle-income countries. The delegation of Mexico expressed its Government's appreciation for the Executive Board's field visit and emphasized that UNDP and UNFPA had an important role to play in Mexico and other middle income countries. The delegation underscored that Mexico attached great importance to South-South cooperation.

89. The Executive Board took note of the report of the field visit to Mexico.

XV. Other matters

90. Presenting a proposed amendment to the instrument for the establishment of the restructured Global Environment Facility (GEF), a senior manager of the GEF declared that the amendment would be effective upon adoption by the implementing agency.

91. The Executive Board adopted decision 2007/39 on the amendment to the instrument for the establishment for a restructured GEF.

92. The Executive Board agreed to a new procedure whereby the Director of the Evaluation Office would be appointed in consultation with the Executive Board, and agreed to suggest reappointing the current Director for a second four-year term.

Informal meetings

93. UNDP held informal consultations on the preliminary drafts of the UNDP and UNIFEM biennial support budgets.

94. UNFPA held an informal consultation on the preliminary draft of the UNFPA biennial support budget.

Annex 1

Item 9: UNFPA strategic plan and related matters

U.S. explanation of position

Mr. Chairman, my delegation would like to express our gratitude to our colleagues on the Executive Board for their hard work during the course of this week, and would like to offer the following explanation of position on the decisions on Items 9 (a) and (b) before us.

The International Conference on Population and Development (ICPD) Programme of Action expresses important political goals that the United States endorses. We accept the goals and objectives of the ICPD Programme of Action and its key actions for further implementation based on the understanding that, while these documents constitute an important policy framework, they do not create international rights or legally binding obligations on states under international law.

Our reaffirmation of the goals and objectives of these documents does not constitute a change in the position of the United States with respect to treaties we have not ratified.

The United States further understands that references to reproductive health and all associated terms do not create any new international human rights and cannot be interpreted to constitute support, endorsement, or promotion of abortion.

It is our understanding that nothing in the strategic plan or in the global and regional programme authorizes UNFPA to engage in advocacy relating to abortion legalization; such advocacy would be inappropriate for a United Nations agency which states that it is neutral on the issue. Additionally, regarding references to “unsafe abortion” in these and other UNFPA documents, it is our understanding that UNFPA follows the ICPD guidelines, which define “unsafe abortion” as a procedure for terminating an unwanted pregnancy either by persons lacking the necessary skills or in an environment lacking the minimal medical standards, or both.

We request that this explanation of position be included for the record in the report of this meeting.

Thank you very much, Mr. Chairman.

Russian Federation explanation of position

Mr. Chairman,

Russia has consistently supported the strengthening of country and regional components of the work of UNFPA.

It is our understanding that the decision “Review of the organizational structure of the UNFPA” adopted at the session under agenda item 9 will enable the process of regionalization in all the regions, including the establishment of a subregional office for Eastern Europe and Central Asia in Almaty, Kazakhstan.

At the same time, we believe that gradual implementation of the Fund’s structural reorganization will allow for the reconsideration of the proposal regarding the location of the Regional Bureau for Eastern Europe and Central Asia, which

should later result in a decision that meets the interests of the programme countries of the region.

We believe that the decision on the location of the regional bureau should be based on current realities and should, first of all, contribute to the improvement of the UNFPA effectiveness in the region. Taking into account the objective of co-location, the process is likely to require the involvement of other operational agencies, first of all, UNDP and UNICEF.

Mr. Chairman,

We expect extensive and timely consultations with interested delegations on the issue.

We kindly request our statement to be included in the official records of the session.

Annex 2

Statements made by delegations on the adoption of decision 2007/32 during the resumed second regular session 5 October 2007

1. Pakistan, on behalf of the Group of 77 and China

Mr. President, Mr. Associate Administrator, Distinguished Delegates, I have the honour to deliver this statement on behalf of the Group of 77 and China after the adoption of decision on the UNDP strategic plan, 2008-2011. The Group of 77 and China would like to thank the President for his remarkable leadership and perseverance through a difficult process. I would also like to thank the Administrator for his commitment and dedication as conveyed by the Associate Administrator today. We wish to thank the distinguished facilitators, Mr. Tesfa Seyoum of Eritrea and Ms. Tarja Fernandez of Finland, for the manner in which they coordinated the negotiations of one of the most difficult draft decisions. We also wish to thank our partners for the constructive spirit that prevailed throughout the negotiations. We trust that the Board will be able to apply the same constructive approach to the future steps related to continual improvement of the strategic plan.

Mr. President, we have joined consensus on an important decision of the UNDP strategic plan with hope that the plan will be continually improved in the light of the provisions of this decision. We welcome the Administrator's commitment to issue an updated version of the strategic plan at the first regular session of the Executive Board in January 2008. We believe that this decision will be an integral part of the strategic plan, 2008-2011 and provide guidelines.

While reaffirming the importance of the Triennial Comprehensive Policy Review, the G-77 and China appreciates the agreement about the need to improve the strategic plan in the light of the General Assembly resolution on the TCP, particularly in the chapters on coordination, democratic governance, capacity development, and crisis prevention and recovery. We believe that TCP precedes the UNDP strategic plan, and thus the implementation of the strategic plan should be based on the understanding and agreement reached in the TCP. On the same line, we stress that UNDP should base its work on the concepts and approaches which are intergovernmentally agreed and consistent with the outcomes of United Nations conferences and summits.

With the adoption of this decision, we wish to stress and expect that the UNDP will fully respect the United Nations Charter principles of national sovereignty, territorial integrity and national unity of the States. We reiterate that the strength of the United Nations operational system lies in its legitimacy, at the country level, as a neutral, objective and trusted partner for both recipient countries and donor countries.

The G-77 and China fully appreciates the importance of promotion of human rights, particularly the right to development for achieving sustained economic growth and sustainable development, in accordance with relevant General Assembly resolutions. However, while stressing the need for UNDP to strictly adhere to its mandate, we reaffirm that UNDP has neither any normative, operational or

monitoring role, nor any competence with regard to human rights. We would like to register our views that UNDP leadership should be impartial in discharging its mandate by carefully avoiding any politically charged influence.

We reiterate that UNDP should focus on supporting national priorities rather than trying to set or establish them. We would assess the effectiveness of UNDP through its contribution in assisting programme countries in the achievement of their national development plans and strategies.

Mr. President, we want to reaffirm that funding for development activities should not be tied to any conditionalities, or earmarked for certain focus areas only. Instead, it should be allocated according to the respective national priorities and plans of programme countries.

We call for practical adherence to the fundamental characteristics of the operational activities for development of the United Nations system which are, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs of recipient countries in a flexible manner, and that the operational activities are carried out for the benefit of recipient countries, at the request of those countries and in accordance with their own policies and priorities for development. We reiterate that the overarching principle of United Nations operational activities is national ownership and leadership of the process, its products and results by the programme countries.

Mr. President, the Group of 77 and China trusts that UNDP will adhere to the letter and spirit of this decision. Let me assure that we attach great importance to the work of UNDP and its strategic plan. We encourage UNDP to continue to keep the Member States informed while preparing the updated version of the strategic plan.

We request that this statement reflecting our position be included verbatim in the report of the session.

2. United States of America

In joining consensus on this decision, the United States would like to make three specific points:

The first concerns the UNDP role in upholding United Nations norms and standards, including those related to human rights. Respect for human rights has been enshrined in numerous international conventions and agreements since the founding of the United Nations, and must remain fundamental to UNDP activities. As the document we have just adopted makes clear, our heads of state and government resolved at the World Summit in 2005 “to support the further mainstreaming of human rights throughout the United Nations system”. In that connection, let me add that UNDP must continue to implement the important outcomes of recent international summits and conferences: good governance, popular participation, and private sector development.

The second point concerns the use of ‘national execution’ as a programme implementation modality. While we support it as a means of building national capacities, we recognize the urgent need to address the associated risks and weaknesses that the auditors have found. In this regard, the decision calls on UNDP to foster “responsible financial management of operational activities”. This must

include addressing issues related to ‘national execution’ in a transparent and accountable way to both programme countries and the Board.

The third and final point is on the role of UNDP in monitoring the Millennium Development Goals. The 2000 United Nations Millennium Declaration articulated the Goals and the 2005 World Summit Outcome reaffirmed them. The United States supports them. The so-called ‘MDG-8,’ however, cannot be found in either of these two Summit documents, or any other United Nations inter-governmental agreement. UNDP, therefore, cannot have a role in monitoring something that does not exist.

3. Eritrea, on behalf of the facilitators of agenda item 3

Mr. President, what a glorious 5 October 2007, and on a Friday! The Facilitators – Tarja Fernández of Finland and I – believe that history in a small measure has been made at this Board session this morning by the adoption of the long-awaited decision on the UNDP strategic plan, 2008-2011. We averted a major crisis within UNDP which would have immensely affected the lives of our peoples that we, representatives in the Board, respectively serve. And we owe it to you, our distinguished President, who led us through and stepped in at that critical moment of the difficult negotiation process when invited. Congratulations are in order, Sir, for this extraordinary success.

We also owe it to the delegations and their fine diplomats who demonstrated great patience and flexibility in the process. We certainly owe it to the chief negotiators, Farhat Ayesha of Pakistan and Natasha Smith of Australia, and their able associates, Ruchi Ghanashyam of India and Thomas Gass of Switzerland, who diligently and faithfully served their respective constituencies. ‘Touch negotiators’, I must say. We saw them at their best, and Tarja and I wish to thank them all for their constructive engagement and for their understanding of what was at stake.

And how can we forget Jane Haycock of the United Kingdom, who voluntarily showed up at every negotiation session, day or night, with her nice laptop, and captured the agreed changes in the draft decision on the spot, as the negotiations went along. She made life easy for us. Thank you, Jane, for your generous service.

We owe it further to the secretariat of UNDP, particularly the Bureau of Strategic Partnerships headed by Bruce Jenks. His dedicated team of professionals and the Executive Board secretariat stood ready at any time, all the time, to help us when help was needed.

Mr. President, indeed, this was, if not the most, admittedly one of the most difficult negotiation processes. Tarja and I are very happy that it is over. I am sure you all are too. I have personally facilitated many decisions of all sorts in this Board over the years, but I have not come across as difficult as this. But we all knew from the beginning that it was going to be difficult, and understandably so.

Did all sides get what they wanted? Definitely not. Didn’t we share that golden rule with you at the start of the process to warn you what it would look like? The timeless wisdom that says, “In politics and diplomacy, you don’t get what you deserve; you get what you negotiate”, has proven to be true again, and it always will be. The bottom line is, Mr. President, we got what all of us can accept and cherish. And that is the true meaning of partnership. It is not *US* and *THEM* or vice versa. It is *WE*, and what we can do together. This morning, we got what is good for the

peoples that we serve. And that is what matters. Our peoples! “Ultimately, it is through serving others that we become fully human”, Marsha Sinetar once said. Therefore, diplomats at this Board, rejoice for serving your people.

4. Cuba

Mr. Chairman, our delegation joins the statement of Pakistan on behalf of the G-77 and China, while at the same time we would like to make some comments regarding the UNDP strategic plan and the decision adopted today.

For more than three decades, Cuba has had a close and fruitful relationship of cooperation with UNDP, always acknowledging this Programme’s important work, as well as its valuable contribution to development in our country.

We have always regarded UNDP as an important cooperation programme in matters of resource mobilization, transfer of technology, scientific and technologic capacity-building, through concrete projects of precise sectoral or national impact that contribute to economic and social development. We commend UNDP’s work in this regard.

It is based on this very direction that our country wishes to continue to preserve UNDP’s action, and not on a strategic vision which aims to give priority to activities that are increasingly less linked to the true economic and social development of our peoples, and to turn this programme into a supranational tool that attempts against its very character as a development programme.

This has been our approach throughout the process of drafting and adoption of this first strategic plan. Thus, we are not completely satisfied with the decision.

We recognize that as a result of the intense negotiation process certain balance has been achieved, in establishing the decision that the current strategic plan will be amended by the Board in January 2008 to finally consider important concerns of developing countries. We are fully confident in the UNDP Administrator’s commitment to present an updated version of this plan, incorporating the provisions of the adopted decision. It would be further advisable to take into consideration the outcome of the TCPR that we will negotiate in the 62nd session of the United Nations General Assembly.

However, the decision, the strategic plan itself and its annexes continue to have instances of high concern for our delegation, which we would like to set down, faced with the current process and for future frameworks and intergovernmental forums where Cuba participates and this issue is addressed again.

In this regard, we think the purported priority given to such issues as civic engagement and human rights, including issues related to paragraph 15 of the decision, inter alia, are not appropriate, for these are not the direct competence of UNDP. These are issues to be addressed by the relevant United Nations bodies and agencies, which are accountable for and have a clear mandate to such effects, as for example the Office of the High Commissioner for Human Rights.

As the realization of human rights is a principle requiring universal treatment, Cuba opposes the attempt to turn the 134 offices of UNDP in the field, into human rights watchdog bodies, under the cooperation programmes and projects. International cooperation in this important matter should be carried out through the

bodies and agencies of universal scope that have been appointed to that end. We are concerned at the partial and discriminatory character in the approach to this issue that is tried to be carried forward through UNDP. This approach attempts against the States' national sovereignty.

Likewise, we consider that UNDP must try to avoid implementing elements that are not universally accepted and applicable as operational principles, as well as concepts, such as "inclusive human development and inclusive growth" that are neither defined nor accepted yet within the United Nations system.

Let us seize this opportunity to commend Mr. Kemal Dervis' work at the helm of UNDP. We are certain that, through his bright leadership, he has contributed to the good relations of cooperation between Cuba and UNDP.

In this context, we reiterate our satisfaction for the adoption of UNDP's country programme 2008-2012 for Cuba, which falls within the context of UNDAF signed between our country and the agencies, funds and programmes, which is a telling case of coordination, mutual respect and planning, and lays the foundations of all cooperation actions to be carried out in Cuba during that period.

Practice has proven the impossibility and inevitability of establishing single development patterns. Therefore, operational activities shall first and foremost answer to the national strategies and development priority of each country and respect the mandates given by the Member States.

Respect for the national sovereignty, territorial integrity and national unity of the States, in accordance with the United Nations Charter, are general principles that must continue to guide operational activities anywhere in the world, for the key to success lies in their strict observance.

5. France, also on behalf of Germany, Spain, Portugal and Switzerland

This statement is made on behalf of Germany, Spain, Portugal, Switzerland and France.

We wish first to thank the various participants who have brought about the successful conclusion of negotiations on this strategic plan, foremost among them the Danish presidency, which spared no effort in achieving this goal.

We are pleased with the conclusion of these negotiations, which reflects the shared responsibility we all feel in ensuring that UNDP has the resources necessary to function.

In this regard, we encourage UNDP to pursue its efforts towards ensuring greater coherence in the operational activities of the United Nations, improving efficiency, and strengthening its accountability policy.

We are pleased to see that the misunderstandings related to the human rights-based approach have been clarified, grounded as they are in internationally agreed principles, and taking into account the links between respect for human rights and development, and between respect for human rights and economic growth in efforts towards poverty reduction.

We have no doubt that UNDP will continue to work towards these ends as it has always done, and that it will regain the confidence of its various partners with respect to this important matter.

6. Egypt

Mr. Chairman, I would like to express my delegation's thanks and appreciation for your efforts and the efforts exerted by all parties to reach the adoption of the UNDP strategic plan. I take the floor to associate my delegation with the statement of the distinguished representative of Pakistan on behalf of the G-77 and China, and to state the following:

(a) Egypt is not a member of the Board while this strategic plan has been adopted.

(b) Our views with regard to the content of the strategic plan have been made clear and conveyed to the Administrator, the Associate administrator, and to the Board several times, either through the G-77 and China or directly to them.

(c) The relationship between governments and civil society is the exclusive competence of the national governments of program countries.

(d) National ownership remains the overarching principle that governs how operational activities are carried out.

(e) The human rights-based approach in programming is not part of UNDP's mandate, and it does not have any normative, operational or monitoring competence with regard to human rights.

(f) Egypt will implement what the Egyptian Government signs with UNDP, as a framework which determines the role and responsibilities of the programme and the Resident Coordinator in Egypt.

7. Italy

Mr. President, Italy would like to thank the two facilitators, Tarja Fernandez and Tesfa Seyoum, as well as the President of this Board for the work done in leading us to the approval of the UNDP strategic plan, 2008-2011.

Italy supports the UNDP strategic plan based on the achievement of the Millennium Development Goals and other internationally agreed development goals.

Italy also supports the UNDP focus on human development, including by further mainstreaming human rights throughout the United Nations, and looks forward to the discussion of the accountability framework at the first regular session 2008 of the Executive Board.

8. Benin

The African group, a member of the Executive Board, hereby associates itself with the statement made by Pakistan on behalf of the Group of 77 and China.

The African group, as a member of the Board, wishes simply to place UNDP on alert: Never again. Never again should we have to endure such a drama. To avoid it, UNDP must listen to programme countries.

Certainly, resource mobilization is important. But what use is access to resources if they are not oriented toward development? The answer to that question should lead UNDP to demonstrate humility and to cultivate the virtue of listening.

In closing, we wish to thank the President of the Board for his engagement and his passion. I do not overlook the facilitators, in particular our colleague Tesfa, of whom the group is proud, as he served as the representative of the African group.

I thank all those who, near or far, contributed to the adoption by consensus of this decision.

9. Sweden

First and foremost, I would like to commend you Mr. President for your competent leadership and thank you, your team and facilitators for your tremendous efforts at the meeting of the Executive Board, and in the ensuing weeks to reach an agreement on a strategic plan.

There are many parts of the strategy that we entirely embrace and we would once again like to give credit to UNDP for progress made.

While recognizing the difficult context, including the DPRK issue and current United Nations reform processes in which UNDP has been operating this past year, Sweden is not entirely satisfied regarding the process leading up to this session. We have heard self-critical remarks in this regard from the secretariat and hope that these will lead to constructive improvements for our future deliberations.

At the Executive Board meeting, we expressed our concern regarding the lack of attention to human rights in the draft strategic plan. Following extended negotiations, the result is, in our mind, not satisfactory.

It is regrettable that there is no consensus in this Board regarding the role of UNDP in mainstreaming and promoting human rights in the United Nations system.

It is also regrettable that there seems to be a misunderstanding about what a human rights-based approach to programming is all about: that it is not about political conditionality, but a tool for effectively supporting countries to achieve human development.

Sweden will carefully analyse the implications of this decision. The UNDP strategic plan, 2008-2011, will be the basis for our partnership with UNDP throughout the period.

Finally, Mr President, it is evident to my delegation that UNDP has, and should continue to have, a key role in improving operational effectiveness and promoting United Nations values and coherence at the country level. In this regard, we look forward with optimism to engaging with other United Nations Member States this autumn and beyond to move important reforms forward.

10. Norway

Norway welcomes the endorsement of UNDP's strategic plan. Failure to do so would have been detrimental to the organization and could have caused serious damage to the organization's credibility. There are issues that we believe are not adequately covered in the strategic plan, but there needs to be a compromise, and that is what we have achieved. We do acknowledge that the document is an improvement on the previous MYFF in terms of focus and strategic direction.

The decision today is of utmost importance as it signals our confidence in the organization and the importance of the work that UNDP does. We will encourage an ongoing dialogue between UNDP and the Member States on implementation of the strategic plan to avoid questions of confidence in the future.

While we are pleased that a solution has been found, many questions are yet to be resolved. We regret that, due to the process that has taken place, Norway is not in a position to increase core funding to UNDP next year nor provide multi-year pledges since there are some key areas of importance that remain open for revision until the annual session 2008.

As stated previously, we regret that the issue of human rights-based approach to programming has become politicized and reiterate our position that UNDP's proposals in this regard were a reflection of General Assembly mandates to mainstream human rights in the work of all United Nations agencies. We look forward to continuing an open dialogue on these issues and to gain insights from what is already going on at programming level.

Norway welcomes the efforts and good spirit that allowed for an agreement on the strategic plan. We are now looking ahead and trust that this spirit of cooperation also will guide us in Member States' deliberation on the upcoming TCPR so that we together will ensure a stronger United Nations that delivers more and delivers better.

11. Netherlands

Thank you very much, Mr. President. Also we would like to commend you on a job well done, and also the facilitators of the resolution.

We also welcome the decision by the Board to approve the strategic plan. As the Associate Administrator already said, it was on all sides a give and take. Also from our side our positions on the strategic plan and on the issues which are important to us are well known, and I think it is also well known that we have viewed the strategic plan differently. But as I said, it's a give and take, and we welcome the approval by the Board of the strategic plan.

We look forward to constructive consultations in the next few months to update the strategic plan in the light of the decision we have taken today. For us, it is important that the spirit of compromise and cooperation in the Board has prevailed. That is in the interest of UNDP, but especially in the interest of the poor that the organization serves and that we all serve.

We hope that this spirit of cooperation and compromise will continue, because in the next few months there are important issues ahead of us, not just in the board in its further consultations, but also in the General Assembly, and we hope that we

can continue in this spirit to overcome our differences and to reach solutions on important issues in front of us.

12. Germany

Germany welcomes the decision on the consensus regarding the UNDP strategic plan, 2008-2011 that enables UNDP to continue to work, and we also welcome the forward-looking spirit with which the adoption of the updated plan has been made possible.

We thank the Danish presidency as well as the facilitators for their untiring efforts – for their leadership, patience and perseverance.

We fully align ourselves with the statement made by France and would like to add some concrete remarks:

It remains our position that UNDP as a United Nations organization *MUST* uphold norms and standards agreed to by its Member States, including those related to human rights. We accepted paragraph 16 [of the decision] with the understanding that UNDP will continue to work in accordance with the aforementioned standards, based on its long tradition as a responsible United Nations organization.

Similarly, we have accepted paragraph 21 with the understanding that this paragraph does not justify the suspension of fundamental human rights norms by any member state.

Another point concerns the “principle of equitable geographical representation” which we accepted with the understanding that it is without prejudice to Article 101, paragraph 3 of the United Nations Charter.

Further, I would like to stress that we uphold our position that no Millennium Development Goal should be singled out.

Lastly, in our view, the character of the strategic plan as a “living document” only justifies adjustments to the plan in concordance with paragraph 3(b) of the adopted decision.

Annex I

Decisions adopted by the Executive Board during 2007

Contents

First regular session 2007 (19 to 26 January, New York)

<i>Number</i>	<i>Page</i>
2007/1 Extension of eligibility for consecutive terms in the Bureau of the Executive Board	77
2007/2 Annotated outline of the UNDP strategic plan, 2008-2011	77
2007/3 Assessment of programming arrangements, 2004-2007.	78
2007/4 Evaluation of UNDP assistance to conflict-affected countries	78
2007/5 Evaluation of the National Human Development Report system	79
2007/6 Joint assessment of the progress in the implementation of the cooperation agreement between UNIDO and UNDP	79
2007/7 Annual progress report of the Administrator on the implementation of the gender action plan and the follow-up to the report of the Administrator on the organizational assessment of UNIFEM	80
2007/8 Strategic partnership between UNDP and UNCDF	80
2007/9 Report on the financial and operational situation of UNOPS	81
2007/10 Joint UNDP and UNFPA report on the implementation of the international public sector accounting standards and reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA)	81
2007/11 Draft outline of the UNFPA strategic plan, 2008-2011.	82
2007/12 Overview of decisions adopted by the Executive Board at its first regular session 2007	83

Annual session 2007 (11 to 22 June, New York)

<i>Number</i>	<i>Page</i>
2007/13 Report on funding commitments to UNFPA	86
2007/14 Interim allocation for the UNFPA biennial support budget, 2008-2009	87
2007/15 Review of the UNFPA policy on indirect cost recovery.	87
2007/16 UNFPA multi-year funding framework cumulative report, 2004-2007, and the UNFPA draft strategic plan, 2008-2011	88
2007/17 Status of funding commitments to UNDP	89
2007/18 Report on UNDP cost recovery effectiveness	89
2007/19 Interim allocation for the UNDP biennial support budget, 2008-2009	91
2007/20 Interim allocation for the UNIFEM biennial support budget, 2008-2009.	91

**Annual session 2007, cont'd
(11 to 22 June, New York)**

<i>Number</i>		<i>Page</i>
2007/21	UNFPA multi-year funding framework cumulative report, 2004-2007, and related matters . . .	91
2007/22	Multi-year funding framework cumulative report on UNDP performance and results for 2004-2006, and related matters	91
2007/23	UNIFEM multi-year funding framework cumulative report, 2004-2007	92
2007/24	Annual report on evaluation (UNDP)	93
2007/25	Report on the implementation of the third cooperation framework for South-South cooperation, 2005-2007	93
2007/26	Multi-year funding framework cumulative report on UNDP performance and results for 2004-2006, and related matters	94
2007/27	Annual report of the Executive Director (UNOPS)	95
2007/28	Results-oriented annual report for 2006 and the strategic partnership between UNDP and the United Nations Capital Development Fund.	96
2007/29	Internal audit and oversight: UNDP, UNFPA and UNOPS	96
2007/30	Overview of decisions adopted by the Executive Board at its annual session 2007	97

**Second regular session 2007
(10 to 14 September and 5 October, New York)**

<i>Number</i>		<i>Page</i>
2007/31	Annual review of the financial situation, 2006 (UNDP)	103
2007/32	UNDP strategic plan, 2008-2011	103
2007/33	Proposals on programming arrangements for 2008-2011.	106
2007/34	Predictable programme financing for the United Nations Capital Development Fund	107
2007/35	UNIFEM strategic plan, 2008-2011.	107
2007/36	Assistance to Myanmar.	108
2007/37	Implementation of the recommendations of the Board of Auditors, 2004-2005 (UNOPS). . . .	109
2007/38	Proposed partial merger of certain functions of IAPSO with UNOPS	109
2007/39	Amendment to the instrument establishing the restructured Global Environment Facility. . . .	110
2007/40	UNFPA strategic plan, 2008-2011	110
2007/41	UNFPA global and regional programme, 2008-2011	111
2007/42	Review of the system for the allocation of UNFPA resources to country programmes	111
2007/43	Review of the organizational structure of UNFPA and the operational reserve	112
2007/44	Overview of decisions adopted by the Executive Board at its second regular session 2007. . .	113

2007/1 Extension of eligibility for consecutive terms in the Bureau of the Executive Board

The Executive Board,

Taking note of rules 7.1 and 7.2 of the Rules of Procedure of the Executive Board, which provide, inter alia, that the Board, “taking into consideration the need to ensure equitable geographical representation”, shall elect a Bureau consisting of a president and four vice-presidents “at its first regular session each year”, and that “members of the Bureau shall be eligible for a second consecutive term”;

Recognizing the need to facilitate the composition of the Bureau for 2007;

Decides to:

Waive, for 2007, on an exceptional basis and without setting a precedent for future years, rule 7.2 of the Rules of Procedure of the Executive Board.

24 January 2007

2007/2 Annotated outline of the UNDP strategic plan, 2008-2011

The Executive Board,

1. *Recalls* its decision 2006/1 requesting the Administrator of UNDP to submit an annotated outline of the multi-year funding framework (MYFF), 2008-2011, to the Executive Board at its first regular session 2007, and a draft version of the MYFF, 2008-2011, to the Board at its annual session 2007;

2. *Takes note of* the information provided by the Administrator on the strategic plan, programming arrangements and biennial support budget and of the intention of UNDP to align these three instruments, commencing with the 2008-2011 planning period, *looks forward to* receiving further elaboration on this alignment during the process of preparing the strategic plan, and *encourages* the further development of goals, objectives, outcomes and indicators, to sharpen the focus of the vision and business of the UNDP strategic plan and to ensure proper evaluation, reporting of results, transparency and accountability;

3. *Requests* the Administrator, in preparing the draft strategic plan for the annual session, to take into account the comments of Member States;

4. *Requests* UNDP to reflect on lessons and challenges from implementing the current MYFF, 2004-2007, in the context of changes that may be proposed in the new strategic plan, as compared to the MYFF, especially in terms of the main focus areas, business practices and organizational structures;

5. *Takes note of* the timelines proposed by UNDP for the preparation of the strategic plan, 2008-2011, and *requests* the Administrator to consult widely with Member States and United Nations partner organizations;

6. *Also requests* the Administrator, as well as the Executive Secretary of UNCDF, the Executive Directors of the United Nations Development Fund for Women (UNIFEM) and the United Nations Office for Project Services (UNOPS), and the

Executive Coordinator of the United Nations Volunteers programme (UNV), in planning and reporting, to harmonize terminology, definitions and formats, using United Nations Development Group-harmonized terminology as a basis wherever possible.

26 January 2007

2007/3

Assessment of programming arrangements, 2004-2007

The Executive Board,

1. *Takes note of* the assessment of programming arrangements, 2004-2007 (DP/2007/8);
2. *Encourages* UNDP to identify and develop proposals for change that will be directly linked to and supportive of the implementation of the UNDP strategic plan, 2008-2011;
3. *Requests* UNDP to provide the Executive Board, at its annual session 2007, information explaining how the current programming arrangements function and a draft proposal for the successor programming arrangements;
4. *Also requests* UNDP, in preparing the successor programming arrangements, to seek further simplification, harmonization and improvement of the programming arrangements, taking into consideration existing legislation, the changes foreseen as part of the new strategic plan, 2008-2011, and best practices within the funds and programmes.

26 January 2007

2007/4

Evaluation of UNDP assistance to conflict-affected countries

The Executive Board,

Having considered the evaluation of UNDP assistance to conflict-affected countries (DP/2007/3) and the management response to that evaluation (DP/2007/4),

1. *Requests* UNDP to review its management response to the evaluation of UNDP assistance to conflict-affected countries as contained in DP/2007/4, taking into account the UNDP mandate and the views expressed by the Member States, and to present the revised response for the consideration of the Executive Board at its annual session 2007;
2. *Emphasizes* the need for UNDP to develop its activities within the framework of the conflict-affected countries' programmes;
3. *Requests* the Administrator to develop, in wide consultation with Member States, a strategic vision on assistance to conflict-affected countries complementing the elaboration of the new strategic plan, to be presented for the consideration of the Board at its annual session 2007;

4. *Stresses* the need for UNDP to work with United Nations organizations to increase awareness of the urgent need to integrate development considerations in peacebuilding in conflict-affected countries;

5. *Urges* dialogue and cooperation with the Bretton Woods Institutions, regional development banks and relevant regional organizations to strengthen UNDP efforts in assisting conflict-affected countries.

26 January 2007

2007/5

Evaluation of the national human development report system

The Executive Board,

1. *Takes note* of the evaluation of national human development report system (DP/2007/5) and the management response to that evaluation (DP/2007/6);

2. *Requests* the Administrator to accord high priority to supporting the national human development report system, ensuring sufficient financial, human and technical resources for their regular production and follow-up;

3. *Urges* UNDP to clarify, where relevant, the relationship between national human development reports and other reports such as the Millennium Development Goal reports and poverty reduction strategy papers in order that they better complement each other;

4. *Stresses* the need for UNDP to continue to strengthen national statistical and analytical capacity to promote national ownership of national human development reports;

5. *Requests* UNDP to find ways to better draw upon national human development reports for the elaboration of the global Human Development Report;

6. *Requests* the Administrator to report on progress in implementing this decision in his annual report on evaluation at the first regular session 2008.

26 January 2007

2007/6

Joint assessment of the progress in the implementation of the cooperation agreement between UNIDO and UNDP

The Executive Board,

1. *Takes note* of the joint assessment of the progress in the implementation of the cooperation agreement between UNIDO and UNDP, together with the joint management response (DP/2007/7);

2. *Requests* the Administrator to inform the Executive Board on the operational modalities for the future implementation of the agreement, including the financial, management, evaluation and monitoring issues, and in this regard, to explore the possibility of establishing a joint task force to examine these issues.

26 January 2007

2007/7

Annual progress report of the Administrator on the implementation of the gender action plan and the follow-up to the report of the Administrator on the organizational assessment of UNIFEM

The Executive Board,

1. *Takes note* of the annual progress report of the Administrator on the implementation of the gender action plan (DP/2007/9) as requested in its decisions 2005/27 and, in particular, 2006/3;
2. *Also takes note* of the follow up to the report of the Administrator on the organizational assessment of UNIFEM (DP/2007/10) requested in its decision 2006/5;
3. *Notes* that UNDP and UNIFEM are engaged in further clarifying roles with a view, inter alia, to engaging in joint programming during 2007;
4. *Requests* UNDP and UNIFEM to establish closer inter-organizational collaboration to promote gender equality at the country level;
5. *Also requests* that the lessons learned from the first year of the gender action plan on, inter alia, the need to track results and the allocation of sufficient human and financial resources, be applied to the further implementation of the gender action plan as well as to the elaboration of the UNDP strategic plan, 2008-2011.

26 January 2007

2007/8

Strategic partnership between UNDP and UNCDF

The Executive Board,

1. *Takes note of* the steps that the Administrator of UNDP and the Executive Secretary of UNCDF have taken to finalize the strategic agreement between UNDP and UNCDF;
2. *Also takes note* of the proposed partnership framework for UNDP and UNCDF (DP/2007/11);
3. *Requests* the Administrator of UNDP and the Executive Secretary of UNCDF to further develop this partnership, particularly with respect to the preparation of the UNDP strategic plan, 2008-2011, the programming arrangements and the biennial support budget, to aim for the achievement of the strategic and operational objectives presented in the report;
4. *Also requests* the Administrator and the Executive Secretary to continue their efforts to secure stable multi-year programme funding for UNCDF activities in the least developed countries;
5. *Further requests* the Administrator and the Executive Secretary to consult with the Executive Board on the strategic partnership and report progress at the annual session 2007.

26 January 2007

2007/9

Report on the financial and operational situation of UNOPS

The Executive Board,

1. *Takes note of* the report on the financial and operational situation of United Nations Office for Project Services (UNOPS);
2. *Welcomes* the efforts by UNOPS to define a business strategy and to realign the structure and focus of UNOPS to meet the needs of the United Nations system and to promote the effectiveness and viability of the organization;
3. *Appreciates* the considerable effort undertaken by UNOPS to ensure the resubmission of proper financial statements in compliance with the Board deadline, and *requests* UNOPS to provide for review of the audited financial statements;
4. *Notes* the study being undertaken by the Administrator on the options for the potential merger between the Inter-Agency Procurement Services Office and UNOPS, and *encourages* UNDP to inform the Board of the outcome of the study at its annual session 2007;
5. *Decides* on the following regular schedule for submission by UNOPS to the Executive Board:
 - (a) First regular session: Biennial planning and budget framework (alternate years: 2008, 2010, and so forth);
 - (b) Annual session: Annual report, including financial results for prior year, and, as of 2008, a report on contributions to results;
 - (c) Second regular session: Audited financial statements (alternate years: 2008, 2010, and so forth) and UNOPS management response to internal audit, annually.

26 January 2007

2007/10

Joint UNDP and UNFPA report on the implementation of the international public sector accounting standards and reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA)

The Executive Board,

1. *Takes note of* the reports of UNDP and UNFPA on the implementation of the recommendations of the Board of Auditors, 2004-2005 (DP/2007/14 and DP/FPA/2007/1) and of the reports of the United Nations Board of Auditors (A/61/5/Add.1 and A/61/5/Add.7), and *requests* the Administrator of UNDP and the Executive Director of UNFPA to take rapid action to fully implement the audit recommendations within the prescribed time frame;
2. *Acknowledges* that this was the first report of the Board of Auditors conducted after the implementation of the Atlas system, and *requests* the Administrator and the Executive Director to accelerate the implementation of the audit recommendations concerning Atlas;

3. *Notes* the ongoing efforts to strengthen management and control systems, including risk management, ethical and professional conduct, and anti-fraud and anti-corruption measures, in accordance with Executive Board decision 2006/8;
4. *Takes note of* the efforts made by UNDP and UNFPA management to complete monthly bank reconciliations for country offices and headquarters units and to strengthen internal control, and *requests* that those efforts be intensified;
5. *Reiterates* its request to continue to mainstream risk management in UNDP and UNFPA business processes, and *encourages* both organizations to ensure that risk management is integrated into the framework of management accountability;
6. *Reaffirms* the need to promote, to the fullest extent possible, the use of national execution as a means to build national capacity, and therefore *requests* UNDP and UNFPA to inform the Executive Board of the measures they are taking to simplify the procedures associated with this mode of execution, and to propose safeguard measures to address the related recommendations in the reports of the Board of Auditors (A/61/5/Add.1 and A/61/5/Add.7);
7. *Requests* the Administrator of UNDP to accelerate the strengthening of internal staff capacity through the professional certification programme as a longer-term approach to addressing underlying audit issues, in anticipation of the implementation of the international public sector accounting standards;
8. *Takes note that* the Administrator of UNDP is exploring alternative sustainable support structures for improving bank reconciliations, accounting and the implementation of Atlas, including, but not limited to, the implementation of shared subregional service centres, especially in regions where staff capacity is insufficient; and *requests* the Administrator to address this issue in consultation with other United Nations funds and programmes;
9. *Requests* the Administrator of UNDP and the Executive Director of UNFPA to build on progress achieved and to continue to implement the recommendations of the Board of Auditors in a timely fashion and *also requests* the Administrator of UNDP and the Executive Director of UNFPA to provide the Executive Board with a report at its first regular session 2008, which will include a management response to the issues emphasized by the Board of Auditors and an update on the main recommendations contained in documents A/61/5/Add.1 and A/61/5/Add.7;
10. *Takes note of* the steps taken by the Administrator of UNDP and the Executive Director of UNFPA to work with UNICEF and other United Nations organizations to standardize their financial management in the context of the transition to the international public sector accounting standards; and *requests* the Administrator and the Executive Director to inform the Executive Board of their progress in that regard.

26 January 2007

2007/11

Draft outline of the UNFPA strategic plan, 2008-2011

The Executive Board,

1. *Notes* the information provided by the UNFPA Executive Director on the draft outline of the UNFPA strategic plan, 2008-2011, and *also notes* the intention of the

Executive Director to provide a draft strategic plan, 2008-2011, three weeks prior to the annual session 2007, for formal discussion;

2. *Notes also* the intention of the Executive Director to present the draft strategic plan, the draft global and regional programmes, the draft resource allocation system and the draft organizational structure in a comprehensive package at the annual session 2007, *looks forward to* receiving further elaboration on this package during the process of preparing the strategic plan, and *encourages* the further development of goals, objectives, outcomes and indicators, to sharpen the focus of the vision and business of the UNFPA strategic plan and to ensure proper evaluation, reporting of results, transparency and accountability;

3. *Further notes* the timeline proposed by UNFPA for the preparation of its prospective strategic plan, and *requests* the Executive Director to consult widely with Member States and United Nations partner organizations;

4. *Requests* the Executive Director, in preparing the draft UNFPA strategic plan for the annual session 2007, to take into account the comments of Member States;

5. *Requests* UNFPA to reflect on lessons and challenges from implementing its current multi-year funding framework (MYFF), 2004-2007, in the context of changes that may be proposed in the new strategic plan, as compared to the MYFF, especially in terms of the main focus areas, business practices and organizational structures;

6. *Also requests* the Executive Director, in planning and reporting, to harmonize terminology, definitions and formats, using United Nations Development Group-harmonized terminology as a basis, wherever possible.

26 January 2007

2007/12

Overview of decisions adopted by the Executive Board at its first regular session 2007

The Executive Board,

Recalls that during its first regular session 2007, it:

Item 1

Elected the following members of the Bureau for 2007:

President:

H.E. Mr. Carsten Staur (Denmark)

Vice-President:

Ms. Fernande Afiavi Hounbedji (Benin)

Vice-President:

H.E. Mr. Iftekhar Ahmed Chowdhury (Bangladesh)

Vice-President:

Mr. José Briz Gutiérrez (Guatemala)

Vice-President:

Mr. Andriy Nikitov (Ukraine)

Adopted the agenda and work plan for its first regular session 2007 (DP/2007/L.1);

Approved the report of the second regular session 2006 (DP/2007/1);

Reviewed the annual work plan 2007 (DP/2007/CRP.1), and agreed to finalize it following further discussion;

Reviewed the tentative work plan for the annual session 2007, and agreed to finalize it following further discussion;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2007:

Annual session 2007:	11-22 June 2007
Second regular session 2007:	10-14 September 2007

UNDP segment

Item 2

UNDP strategic plan, 2008-2011

Adopted decision 2007/2 of 26 January 2006 on the annotated outline of the UNDP strategic plan, 2008-2011.

Item 3

Programming arrangements

Adopted decision 2007/3 on the assessment of programming arrangements, 2004-2007.

Item 4

Country programmes and related matters

Approved the following country programmes:

Africa: Central African Republic, Eritrea, Ethiopia, Gabon, Gambia, Guinea, Mozambique, Sao Tome and Principe, Senegal, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe;

Arab States: Algeria, Egypt, Morocco, Saudi Arabia, Somalia, Syrian Arab Republic, Tunisia and Yemen;

Asia and the Pacific: Lao People's Democratic Republic, Mongolia and Thailand;

Europe and the Commonwealth of Independent States: Croatia, Republic of Moldova and the Republic of Montenegro;

Latin America and the Caribbean: Belize, Brazil, Chile, Dominican Republic, El Salvador, Honduras, Jamaica, Panama, Paraguay and Uruguay;

Agreed that UNDP would submit a revised country programme for the Democratic People's Republic of Korea, for approval by the Executive Board, as soon as the required adjustments had been made.

**Item 5
Evaluation**

Adopted decision 2007/4 of 26 January 2007 on the evaluation of UNDP assistance to conflict-affected countries;

Adopted decision 2007/5 of 26 January 2007 on the evaluation of the national human development report system;

Adopted decision 2007/6 of 26 January 2007 on the joint assessment of the progress in the implementation of the cooperation agreement between the United Nations Industrial Development Organization and UNDP.

**Item 6
Gender in UNDP**

Adopted decision 2007/7 of 26 January 2007 on the annual progress report of the Administrator on the implementation of the gender action plan and the follow-up to the report of the Administrator on the organizational assessment of UNIFEM.

**Item 7
United Nations Capital Development Fund**

Adopted decision 2007/8 of 26 January 2006 on the strategic partnership between UNDP and UNCDF.

**Item 8
United Nations Office for Project Services**

Adopted decision 2007/9 of 26 January 2007 on the report on the financial and operational situation of UNOPS.

Joint UNDP/UNFPA segment**Item 1
Organizational matters**

Adopted decision 2007/1 of 26 January 2007 on the extension of eligibility for consecutive terms in the Bureau of the Executive Board.

**Items 9, 12 and 13
Financial, budgetary and administrative matters and Recommendations of the Board of Auditors**

Adopted decision 2007/10 of 26 January 2007 on the joint UNDP and UNFPA report on the implementation of the international public sector accounting standards and reports on the implementation of the recommendations of the Board of Auditors, 2004-2005 (UNDP and UNFPA).

**Item 14
Joint report to the Economic and Social Council**

Took note of the joint report of the Administrator of UNDP and the Executive Director of UNFPA to the Economic and Social Council (E/2007/5).

UNFPA segment

Item 10

Country programmes and related matters

Approved the following country programmes:

Africa: Central African Republic, Eritrea, Ethiopia, Gabon, Gambia, Guinea, Mozambique, Sao Tome and Principe, Senegal, South Africa, United Republic of Tanzania, Zambia and Zimbabwe;

Arab States, Europe and Central Asia: Algeria, Egypt, Morocco, Republic of Moldova, Syrian Arab Republic, Tunisia and Yemen;

Asia and the Pacific: Democratic People's Republic of Korea, Lao People's Democratic Republic, Mongolia, Myanmar and Thailand;

Latin America and the Caribbean: Brazil, Dominican Republic, El Salvador, English- and Dutch-speaking Caribbean countries, Honduras, Panama, Paraguay and Uruguay.

Item 11

UNFPA role in emergency preparedness, humanitarian response, and transition and recovery

Heard an oral report on the UNFPA role in emergency preparedness, humanitarian response, and transition and recovery.

Item 15

Other matters

Held an informal consultation on the UNFPA strategic plan, 2008-2011, and other matters; adopted decision 2007/11 on the draft outline of the UNFPA strategic plan, 2008-2011.

Joint meeting

Held a joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP on 19 and 22 January 2007, which addressed the following topics: (a) natural disaster preparedness; (b) MDG-1: interlinked approaches to poverty alleviation; (c) United Nations reform; and (d) gender dimensions of HIV/AIDS.

26 January 2007

2007/13

Report on funding commitments to UNFPA

The Executive Board,

1. *Takes note* of the report on funding commitments to UNFPA (DP/FPA/2007/8), *welcomes* the substantial increase in the 2006 regular income level, as well as the increase in 2006 co-financing income, resulting, inter alia, from increased contributions from a number of donors, and *also welcomes* the contributions made by programme countries, which have enabled UNFPA to reach its highest ever number of donors;

2. *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 mobilizing supplementary resources for its programmes;

3. *Recognizes* that sustaining and improving the UNFPA funding level will require countries that are in a position to do so, to augment their funding efforts during the period of the UNFPA strategic plan, 2008-2011;

4. *Encourages* all countries that are in a position to do so to make contributions early in the year and to make multi-year pledges;

5. *Emphasizes* that UNFPA requires strong political and increased financial support as well as increased and 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.

15 June 2007

2007/14

Interim allocation for the UNFPA biennial support budget, 2008-2009

The Executive Board,

1. *Approves* an interim one-month budget allocation for January 2008, in the amount of \$9 million, pending final approval of the UNFPA biennial support budget for 2008-2009;

2. *Agrees* that the interim budget allocation will be part of and not incremental to the biennial support budget for 2008-2009.

15 June 2007

2007/15

Review of the UNFPA policy on indirect cost recovery

The Executive Board,

1. *Recalls* decision 2005/12 on the recovery of indirect costs for co-financing;

2. *Takes note* of the present report (DP/FPA/2007/9) and of the status of implementation of the new UNFPA cost-recovery policy;

3. *Reiterates* that regular resources, because of their untied nature, are the bedrock of contributions to UNFPA, and that regular resources should not subsidize the support costs of projects and programmes funded by other resources;

4. *Welcomes* the progress made within the United Nations Development Group (UNDG) on harmonizing cost-recovery policies and *encourages* UNFPA to continue its active involvement in the UNDG working groups on this issue;

5. *Urges* the Executive Director of UNFPA to intensify consultations with the UNDG in order to reach a common agreement on what constitutes direct costs;

6. *Further encourages* UNFPA to consult with UNDP and UNICEF in order to harmonize cost-recovery principles for programme country contributions;
7. *Takes note* of the transparency and simplicity of the new cost-recovery policy, and *reaffirms* its endorsement of the new policy;
8. *Encourages* UNFPA to present proposals to the Executive Board, within the biennial support budget, 2008-2009, on how indirect cost recovery can be used to finance the management and administrative functions that support programme implementation;
9. *Requests* UNFPA to provide to the Executive Board, at its second regular session 2009, an update on the UNFPA policy on indirect cost recovery.

15 June 2007

2007/16

UNFPA multi-year funding framework cumulative report, 2004-2007, and the UNFPA draft strategic plan, 2008-2011

The Executive Board,

1. *Takes note of* the UNFPA multi-year funding framework cumulative report, 2004-2007 (DP/FPA/2007/7 (Part 1), the statistical overview (DP/FPA/2007/7, Part 1, Add.1), and the joint report of UNDP and UNFPA on the recommendations of the Joint Inspection Unit in 2006 (DP/2007/17/Add.1 – DP/FPA/2007/7 (Part II));
2. *Notes* the achievements reported in the UNFPA multi-year funding framework cumulative report, 2004-2007, including progress on the six outcomes of the strategic results framework;
3. *Notes* the analysis of lessons learned and *encourages* UNFPA to make use of these lessons in formulating its strategic plan, 2008-2011;
4. *Notes with appreciation* the participatory and consultative process conducted by UNFPA in developing the draft strategic plan, 2008-2011; the draft global and regional programme, 2008-2011; and the draft resource allocation system;
5. *Notes* the efforts made by UNFPA to strengthen results-based management and *requests* UNFPA to continue to strengthen the results-based focus in its programming;
6. *Notes* the clear structure of the draft strategic plan, 2008-2011;
7. *Encourages* UNFPA to make the indicators at all levels more precise, in order to better measure its performance;
8. *Requests* UNFPA to take into account the comments of the Executive Board in finalizing the strategic plan, 2008-2011; the global and regional programme, 2008-2011; and the resource allocation system.

15 June 2007

2007/17 Status of funding commitments to UNDP

The Executive Board,

1. *Takes note of* the report on the status of regular resources funding commitments to UNDP and its funds and programmes for 2007 and onwards (DP/2007/18);
2. *Notes with concern* that after exceeding the annual targets for 2004 and 2005, UNDP has not been able to meet the third (2006) annual funding target of its second multi-year funding framework (MYFF), covering the period 2004-2007;
3. *Notes with appreciation* that current projections suggest that meeting the overall multi-year funding framework target by 2007 – the end year of the current cycle – is within reach;
4. *Stresses* that regular resources form the bedrock of UNDP finances, and *requests* all countries that have not yet done so to provide contributions to regular resources for 2007;
5. *Encourages* those countries that have already made their contributions to consider supplementing their 2007 contributions, if they are in a position to do so, so as to regain the momentum in rebuilding the regular resource base of UNDP;
6. *Also encourages* Member States to announce pledges – on a multi-year basis if feasible – and payment schedules for the new planning cycle covering the period 2008-2011, and to adhere to such pledges and payment schedules thereafter.

19 June 2007

2007/18 Report on UNDP cost recovery effectiveness

The Executive Board,

1. *Recalls* decision 2003/22 in which the current approach to cost recovery was endorsed and *takes note of* the report on the assessment of the cost recovery effectiveness (DP/2007/36), while noting that the report does not contain sufficient information on the costs incurred in providing management support, as requested in decision 2006/30;
2. *Reiterates* that regular resources, because of their untied nature, inter alia, are the bedrock of the operational activities of UNDP, and, in this regard, notes with concern that the relative share of regular resources available to UNDP has decreased, and *encourages* all donors to strive to increase contributions to regular resources;
3. *Recalls* the objectives set out in decision 2006/30 that all other resources should support the priorities in the strategic plan and that regular resources should not subsidize the support costs for programmes funded by other resources;
4. *Encourages* UNDP to provide detailed information to programme country partners on the income and expenditure of programme support costs in country programme budgets;

5. *Encourages* UNDP to present a proposal to the Executive Board, with the biennial support budget, 2008-2009, on how indirect cost recovery is allocated in support of programme implementation;
6. *Welcomes* the recent progress in alignment of cost recovery policy among United Nations Development Group Executive Committee agencies, and encourages the Administrator, in his role as chair of the undg and in consultation with other UN agencies, to further develop a common approach to recovery of costs for management of joint activities and the provision of services;
7. *Encourages* UNDP to intensify consultations with UNFPA and UNICEF to standardize the methodology of calculating administrative costs; and to harmonize cost-recovery principles for programme country contributions with the objective of ensuring full recovery of all costs for implementing activities financed from these contributions;
8. *Decides* that, for the time being:
 - (a) A recovery rate of 7 per cent be adopted for recovery of indirect support costs for new third party contributions;
 - (b) Maintain a basic 3 per cent recovery rate of indirect support costs for all new programme country contributions;
9. *Decides* to maintain the authority of UNDP to grant waivers to the cost recovery rate through a case-by-case review that would take into account specific priorities, modalities incurring lower indirect costs, and harmonization goals, and to inform the Board on all exceptions in the annual financial reporting;
10. *Requests* the Administrator to review existing framework agreements and other co-financing arrangements in order to align their relevant provisions with this decision;
11. *Requests* the Administrator to keep the Board informed through the annual financial reporting on the income accrued from third party contributions, programme country contributions and pass-through fund management, its allocation and reimbursement of management functions resources through the biennial support budget;
12. *Requests* the Administrator to report on the implementation of the cost-recovery policy, including the impact of the applied rates on regular and other resources, as well as the use and allocation of indirect costs recovered, and with possible options of rate variations taking into account execution modalities and management expenses, for consideration at the second regular session 2009 in conjunction with the medium-term review of the strategic plan and the submission of the biennial support budget, 2010-2011.

19 June 2007

2007/19
Interim allocation for the UNDP biennial support budget, 2008-2009

The Executive Board,

1. *Approves* an interim budget allocation for January 2008, in the amount of \$31.5 million, pending final approval of the UNDP biennial support budget for 2008-2009;
2. *Agrees* that the interim budget allocation will be part of and not incremental to the biennial support budget for 2008-2009.

20 June 2007

2007/20
Interim allocation for the UNIFEM biennial support budget, 2008-2009

The Executive Board,

1. *Approves* an interim budget allocation for January 2008, in the amount of \$1 million, pending final approval of the UNIFEM biennial support budget for 2008-2009;
2. *Agrees* that the interim budget allocation will be part of and not incremental to the biennial support budget for 2008-2009.

19 June 2007

2007/21
UNFPA multi-year funding framework cumulative report, 2004-2007, and related matters

The Executive Board,

1. In order to ensure the efficient and effective delivery of the UNFPA mandate, *requests* the Executive Director of UNFPA to present to the Executive Board, at its second regular session 2007, an all-inclusive report on the existing UNFPA accountability framework and its monitoring and evaluation mechanisms.

20 June 2007

2007/22
Multi-year funding framework cumulative report on UNDP performance and results for 2004-2006, and related matters

The Executive Board,

1. In order to ensure the efficient and effective delivery of the UNDP mandate, *requests* the Administrator to present to the Executive Board, at its second regular

session 2007, an all-inclusive report on the existing UNDP accountability framework and its monitoring and evaluation mechanisms.

21 June 2007

2007/23
UNIFEM multi-year funding framework cumulative report,
2004-2007

The Executive Board,

1. *Takes note of* the cumulative report of UNIFEM on the multi-year funding framework (DP/2007/35);
2. *Recognizes* the contribution of UNIFEM in supporting programme countries to achieve internationally agreed development goals, including the Millennium Development Goals, as well as by assisting countries in linking progress on the Goals with efforts to advance the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, and Security Council resolution 1325;
3. *Takes note of* the efforts of UNIFEM to support the implementation of the triennial comprehensive policy review, including through its strengthened partnership with the United Nations Development Programme and other United Nations organizations, and its provision of technical expertise on gender equality through the United Nations Development Group (UNDG) policy development and coordination mechanisms;
4. *Appreciates* the UNIFEM leadership of the UNDG task team on gender equality, and *encourages* the Administrator, in his role as Chair of the UNDG, to ensure that the work of the task team on strengthening accountability and on implementing gender equality in United Nations country teams is supported and operationalized;
5. *Encourages* UNIFEM to develop its strategic plan, 2008-2011, by taking into account the results, achievements and lessons learned from its multi-year funding framework, 2004-2007, and *further encourages* UNIFEM to set out the concrete steps that it will take to promote gender equality within the United Nations development cooperation system, while considering its founding General Assembly resolutions 31/133 and 39/125;
6. *Requests* UNIFEM to take into account the comments of the Executive Board in finalizing its strategic plan, 2008-2011;
7. *Takes note of* the fact that while UNIFEM exceeded its overall resource projections, its ability to plan adequately was hampered by the absence of multi-year funding commitments and the modest growth in core contributions, and *encourages* Member States in a position to do so to ensure that UNIFEM reaches its target of \$40 million in core resources in 2007;
8. *Encourages* UNIFEM to review its cost recovery policy and to report to the Executive Board, at its first regular session 2008, on this policy.

21 June 2007

2007/24

Annual report on evaluation

The Executive Board,

1. *Takes note* of the annual report on evaluation (DP/2007/21);
2. *Commends* UNDP for its progress in implementing the evaluation policy (2006/20), including the new practice of management responses, and *underscores* the importance of the continued independence of the Evaluation office and its relationship with the Executive Board;
3. *Requests* UNDP to improve the use of evaluation by making additional efforts to engage national stakeholders, by taking into account the views of national governments, as appropriate, and being mindful of the need for considering evaluation timing, sound planning, and broad dissemination of evaluation findings in a standardized format, using terminology that is widely understood;
4. *Urges* UNDP to continue to strengthen country and regional office capacity to manage evaluations, and *stresses* the need for a more systematic planning of evaluation, including the identification of appropriate resources and funding sources;
5. *Reiterates* the importance of incorporating capacity-building mechanisms at the project design and implementation stages, and *requests* management to intensify efforts so that programme and project design contains capacity development elements to improve the management capacity of national implementing institutions, with a view to achieving sustainability;
6. *Encourages* UNDP to continue to provide support to programme countries to develop national capacities in evaluation, increase awareness of the importance of evaluation as a basis for enhancing learning and programming decisions, and *also encourages* UNDP to ensure that evaluations are responsive to national demand;
7. *Requests* UNDP to address the key findings and lessons learned from previous evaluations in the preparation of the 2008-2011 strategic plan;
8. *Approves* the proposed programme of work for the Evaluation Office for 2007-2008, and *stresses* the importance of clear linkages of subsequent programmes of work with the future strategic plan.

22 June 2007

2007/25

Report on the implementation of the third cooperation framework for South-South cooperation, 2005-2007

The Executive Board,

1. *Takes note* of the report on the implementation of the third cooperation framework for South-South cooperation, 2005-2007 (DP/2007/30);
2. *Encourages* further efforts to mainstream South-South cooperation in UNDP, in the course of implementing the UNDP strategic plan, 2008-2011;

3. *Also encourages* the Special Unit for South-South Cooperation to promote South-South cooperation initiatives within the United Nations development system;
4. *Stresses* that capacity-building, knowledge sharing, and the dissemination of best practices and studies, should continue to be promoted in the technical and economic cooperation initiatives supported by the Special Unit for South-South Cooperation, as a means of achieving self-reliance and sustainability;
5. *Requests* the Special Unit for South-South Cooperation, whenever dealing with specific thematic areas, to ensure adequate coordination with the relevant organizations of the United Nations system and with regional and multilateral initiatives;
6. *Emphasizes* that the implementation of the three support platforms of the third cooperation framework for South-South cooperation will also utilize available local capacities in developing countries;
7. *Encourages* the Special Unit for South-South Cooperation to intensify its efforts to explore and undertake additional, innovative resource-mobilization initiatives to attract more resources, both financial and in-kind, to supplement regular resources and other funds for activities involving South-South cooperation;
8. *Looks forward to* the report of the ongoing evaluation of South-South cooperation and the response of UNDP as important tools in further considering the role of UNDP in South-South cooperation.

22 June 2007

2007/26

Multi-year funding framework cumulative report on UNDP performance and results for 2004-2006, and related matters

The Executive Board

1. *Notes* the cumulative report on the UNDP multi-year funding framework (MYFF), 2004-2006 (DP/2007/17);
2. *Notes* the achievements reported in the UNDP multi-year funding framework cumulative report, 2004-2006, including uneven progress in some of the practice areas; and *also notes* the information provided on results and resources;
3. *Notes* the lessons learned, and *reiterates* its expectation that the lessons learned during this period will be incorporated in the strategic plan, 2008-2011;
4. *Notes* the increased strategic orientation of programme activities achieved through the establishment of goals and outcomes at corporate and programme levels and through the reduction of service lines, and *also notes* that the results-based management system underlying the MYFF 2004-2007, is still fragmented and incomplete;
5. *Also notes* that the integration of the development effectiveness drivers in the implementation of the 2004-2007 MYFF has been uneven, with insufficient emphasis on national ownership, South-South cooperation and gender equality, and *emphasizes* the need to strengthen these in the draft strategic plan, 2008-2011;

6. *Further notes* that earmarked resources have continued to far exceed the regular resources of UNDP, and that this affects the ability of UNDP to fulfil its mandate adequately and to effectively support the development agenda of partner countries; and that unearmarked contributions are vital for the coherence and harmonization of operational activities for development;

7. *Notes* with concern that the current draft of the strategic plan 2008-2011 does not sufficiently reflect concerns expressed by Member States during the consultative process, and therefore *requests* further consultations with the Executive Board, while also underlining the importance of duly consulting the principal United Nations partners in finalizing the strategic plan;

8. *Requests* UNDP to use General Assembly resolution 59/250, through which the General Assembly establishes key system-wide policy orientations for the development cooperation and country-level modalities of the United Nations system, as the relevant overarching policy framework for the UNDP strategic plan, 2008-2011;

9. *Requests* that the proposed draft strategic plan, 2008-2011, take into account the views and comments made by Member States, and in that context, *looks forward* to further discussion of the various chapters of the draft strategic plan.

21 June 2007

2007/27

Annual report of the Executive Director

The Executive Board,

1. *Takes note* of the annual report of the Executive Director of United Nations Office for Project Services (UNOPS) (DP/2007/31);

2. *Welcomes* the progress of UNOPS in implementing measures to improve its effectiveness and efficiency in line with its business strategy;

3. *Takes note of* the 2006 statement of revenues and expenditures, and of the fact that UNOPS contributed \$8.9 million to its operational reserve;

4. *Also takes note of* the high level of 2006 business acquisition, which demonstrates continuing trust on the part of UNOPS partners;

5. *Requests* UNDP and UNOPS to give priority to the reconciliation of outstanding issues in the UNDP/UNOPS interfund account;

6. *Requests* UNDP and UNOPS to provide to the Executive Board, at its second regular session 2007, further details on the intended partial merger of certain functions of the Inter-Agency Procurement Services Office into UNOPS, including any comments and recommendations of the Management Coordination Committee of UNOPS.

22 June 2007

2007/28

Results-oriented annual report for 2006 and the strategic partnership between UNDP and the United Nations Capital Development Fund

The Executive Board,

1. *Takes note* of the results-oriented annual report (DP/2007/33) of the United Nations Capital Development Fund (UNCDF) and of the progress report on the UNDP-UNCDF strategic partnership (DP/2007/34);
2. *Notes with appreciation* the progress that UNCDF has made in implementing its business plan as well as its efforts in expanding its donor base and in improving burden-sharing;
3. *Expresses concern* that while UNCDF resource mobilization results improved in 2006, UNCDF did not reach its 2006 resource mobilization targets;
4. *Welcomes* the progress made in integrating the UNCDF contribution in the areas of local governance and micro-finance into the UNDP strategic plan, 2008-2011;
5. *Requests* UNDP and UNCDF to finalize the details of their strategic partnership in time to present a report on this partnership to the first regular session 2008, particularly with respect to: (a) integrating the UNCDF contribution into the UNDP strategic plan, 2008-2011; and (b) achieving the strategic and operational objectives of the partnership, as outlined in document DP/2007/11;
6. *Reiterates* its request that UNDP and UNCDF continue their efforts to secure stable programme funding for UNCDF activities, and *requests* UNDP and UNCDF to complete their consultations on appropriate funding strategies and programming arrangements, and to present a detailed proposal to the Executive Board at its second regular session 2007;
7. *Stresses* the need to strengthen the financial situation of UNCDF, and *reiterates* its call to donor countries, and other countries in a position to do so, to provide and sustain additional funding support for UNCDF programmes and activities in the least developed countries;
8. *Requests* UNCDF to inform the Executive Board of its cost-recovery policy, and to report to the Board on this policy at its first regular session 2008.

22 June 2007

2007/29

Internal audit and oversight: UNDP, UNFPA and UNOPS

The Executive Board,

1. *Takes note of* the reports on internal audit and oversight of UNDP (DP/2007/37) and UNFPA (DP/FPA/2007/14), and of the report of the UNDP Office of Audit and Performance Review on internal audit services to UNOPS in 2006 (DP/2007/38);

2. *Welcomes* the greater attention of the internal audit reports to key and recurrent management issues; the clarity and format of the recommendations; and risk-based audit planning;
3. *Urges* UNDP, UNFPA and UNOPS to continue to submit management responses to the Executive Board; and *stresses* that the continuous improvement of audit reporting and the submission to the Executive Board of management responses provide assurance regarding the functioning of internal controls;
4. *Recalls* General Assembly resolution 59/250, which calls upon United Nations organizations to use, to the fullest extent possible, national execution and available national expertise and technologies as the norm in implementing operational activities;
5. *Calls* upon UNDP and UNFPA to further strengthen the national execution modality by addressing the operational risks and weaknesses identified in the audit reports, with particular attention given to capacity-building, and *requests* UNDP and UNFPA to inform the Executive Board of the implementation of the proposed actions;
6. *Also requests* the Administrator of UNDP to pay particular attention to risks related to the Atlas system, bank reconciliations and the management of trust-fund deficits, and to inform the Executive Board of the actions taken to mitigate those risks;
7. *Further requests* the Executive Director of UNFPA to pay particular attention to risks related to business processes and information technology, and to inform the Executive Board of the actions taken to mitigate those risks;
8. *Urges* the implementation of the recommendations of the audit reports by the management of UNDP and UNFPA, and *requests* UNDP and UNFPA to report on the implementation of these recommendations in their respective management responses, to be submitted to the annual session 2008 of the Executive Board;
9. *Requests* the Executive Director of UNOPS to ensure that the new audit mechanism to be implemented in July 2007 is effective and that adequate staff are provided to implement it, and *further requests* the Executive Director of UNOPS to provide an oral report to the second regular session 2007 of the Executive Board on the new audit mechanism;
10. *Notes* that accountability and transparency are integral to sound management;
11. *Requests* the Administrator of UNDP and the Executive Director of UNFPA to submit, for consideration and approval by the Executive Board at its first regular session 2008, an oversight policy that also defines the concepts of accountability and transparency as well as disclosure and confidentiality in the management of the operational activities of UNDP, UNFPA and UNOPS. In that regard, the Board *further requests* the Administrator of UNDP and the Executive Director of UNFPA to keep the Board regularly informed, including through an oral report submitted to the second regular session 2007 of the Board, on progress made in developing the components and principles of the oversight policy prior to its submission to the Board at its first regular session of 2008;
12. *Recalls* the establishment of the UNDP and UNFPA Audit Advisory Committees, and *requests* that the role of the Audit Advisory Committees, including

their independence, relationship with the Executive Board, and appointment procedures, is clarified in the oversight policy.

22 June 2007

2007/30 Overview of decisions adopted by the Executive Board at its annual session 2007

The Executive Board,

Recalls that during its annual session 2007, it:

Item 1

Organizational matters

1. Approved the agenda and work plan for its annual session 2007 (DP/2007/L.2);
2. Approved the report of the first regular session 2007 (DP/2007/15) and its corrigendum (DP/2007/15/Corr.1);
3. Agreed to the following schedule of future sessions of the Executive Board in 2007 and 2008:

Second regular session 2007:	10 to 14 September 2007
Election of Bureau for 2008:	11 January 2008
First regular session 2008:	21 to 24 January 2008
Annual session 2008:	16 to 27 June 2008 (Geneva)
Second regular session 2008:	8 to 12 September 2008
4. Adopted the tentative work plan for the second regular session 2007 of the Executive Board.

UNDP segment

Item 2

Annual report of the Administrator

Adopted decisions 2007/22 and 2007/26 on the multi-year funding framework cumulative report on UNDP performance and results for 2004-2006, and related matters.

Took note of the joint report of UNDP and UNFPA on the recommendations of the Joint Inspection Unit in 2006 (DP/2007/17/Add.1-DP/FPA/2007/7 (Part 2)).

Item 3

Funding commitments (UNDP)

Adopted decision 2007/17 on the status of funding commitments to UNDP.

Item 4
UNDP strategic plan, 2008-2011

Took note of the draft UNDP strategic plan, 2008-2011 (DP/2007/19) and the UNDP strategic vision on assistance to crisis-affected countries (DP/2007/20).

Item 5
Evaluation (UNDP)

Adopted decision 2007/24 on the annual report on evaluation.

Item 6
Human Development Report

Took note of the update on the *Human Development Report* consultations (DP/2007/28).

Item 7
UNDP country programmes and related matters

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

Africa

Draft country programme document for Cameroon (DP/DCP/CMR/1)
 Draft country programme document for Comoros (DP/DCP/COM/1)
 Draft country programme document for Guinea Bissau (DP/DCP/GNB/1)
 Draft country programme document for Lesotho (DP/DCP/LSO/1) and its corrigendum (DP/DCP/LSO/1/Corr.1)
 Draft country programme document for Malawi (DP/DCP/MWI/1)
 Draft country programme document form Mali (DP/DCP/MLI/1)
 Draft country programme document for Sierra Leone (DP/DCP/SLE/1)

Asia and the Pacific

Draft country programme document for Bhutan (DP/DCP/BTN/1)
 Draft country programme document for India (DP/DCP/IND/1)
 Draft country programme document for Malaysia (DP/DCP/MYS/1)
 Draft country programme document for Maldives (DP/DCP/MDV/1)
 Draft country programme document for Papua New Guinea (DP/DCP/PNG/1)
 Draft country programme document for Sri Lanka (DP/DCP/LKA/1/Rev.1)

Arab States

Draft country programme document for Bahrain (DP/DCP/BHR/1)
 Draft country programme document for Djibouti (DP/DCP/DJI/1)
 Draft country programme document for Jordan (DP/DCP/JOR/1)
 Draft country programme document for United Arab Emirates (DP/DCP/ARE/1)

Europe and the Commonwealth of Independent States

Draft country programme document for the Russian Federation (DP/DCP/RUS/2)

Latin America and the Caribbean

Draft country programme document for Bolivia (DP/DCP/BOL/1)

Draft country programme document for Cuba (DP/DCP/CUB/1)

Draft country programme document for Suriname (DP/DCP/SUR/1)

Draft country programme document for Trinidad and Tobago (DP/DCP/TTO/1).

Took note of the first one-year extensions of the country programmes for Burundi, Republic of the Congo, Côte d'Ivoire, Mauritius, Niger and Nigeria (DP/2007/29).

Approved the third one-year extension of the country programme for Timor-Leste; the second one-year extension of the country programme for Lebanon; and the first two-year extension of the country programme for Botswana (DP/2007/29).

Item 8

South-South cooperation

Adopted decision 2007/25 on the report on the implementation of the third cooperation framework for South-South cooperation, 2005-2007.

Item 9

United Nations Office for Project Services

Adopted decision 2007/27 on the annual report of the Executive Director of the United Nations Office for Project Services.

Item 10

United Nations Capital Development Fund

Adopted decision 2007/28 on the results-oriented annual report for 2006 and the strategic partnership between UNDP and the United Nations Capital Development Fund.

Item 11

United Nations Development Fund for Women

Adopted decision 2007/23 on multi-year funding framework, 2004-2007, of the United Nations Development Fund for Women.

Item 12

Financial, budgetary and administrative matters

Adopted decision 2007/18 on the report on UNDP cost recovery effectiveness.

Adopted decision 2007/19 on the interim allocation for the UNDP biennial support budget, 2008-2009. Noted that the request of UNIFEM to postpone the submission of its biennial support budget, 2008-2009, to the first regular session 2008, was concordant with the request of UNDP for a similar postponement.

Adopted decision 2007/20 on the interim allocation for the UNIFEM biennial support budget, 2008-2009.

UNFPA segment

Item 13: Annual report of the Executive Director and

Item 16: UNFPA draft strategic plan and related matters

Adopted decision 2007/16 and 2007/21 on the UNFPA multi-year funding framework cumulative report, 2004-2007, and related matters.

Took note of the joint report of UNDP and UNFPA on the recommendations of the Joint Inspection Unit in 2006 (DP/2007/17/Add.1-DP/FPA/2007/7 (Part 2)).

Item 14

Funding commitments to UNFPA

Adopted decision 2007/13 on the report on funding commitments to UNFPA.

Item 15

UNFPA country programmes and related matters

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

Africa

Draft country programme document for Cameroon (DP/FPA/DCP/CMR/5)

Draft country programme document for Comoros (DP/FPA/DCP/COM/5)

Draft country programme document for Guinea Bissau (DP/FPA/DCP/GNB/5)

Draft country programme document for Malawi (DP/FPA/DCP/MWI/6)

Draft country programme document for Mali (DP/FPA/DCP/MLI/6)

Draft country programme document for Sierra Leone (DP/FPA/DCP/SLE/4)

Arab States, Europe and Central Asia

Draft country programme document for Djibouti (DP/FAP/DCP/DJB/3)

Draft country programme document for Jordan (DP/FAP/DCP/JOR/7)

Asia and the Pacific

Draft country programme document for Bhutan (DP/FPA/DCP/BTN/5)

Draft country programme document for India (DP/FPA/DCP/IND/7)

Draft country programme document for Maldives (DP/FPA/DCP/MDV/4)

Draft country programme for document for Papua New Guinea (DP/FPA/DCP/PNG/4)

Draft country programme document for Sri Lanka (DP/FPA/DCP/LKA/7)

Latin America and the Caribbean

Draft country programme document for Bolivia (DP/FPA/DCP/BOL/4)

Draft country programme document for Cuba (DP/FPA/DCP/CUB/7) and its corrigendum (DP/FPA/DCP/CUB/7/Corr.1)

Took note of the one-year extensions of the country programmes for Burundi, Côte d'Ivoire, Niger and Nigeria. Approved the two-year extension of the country programme for Botswana; the second one-year extension of the country programme for Haiti; the second one-year extensions of the country programmes for Lebanon and Sudan; and the third one-year extension of the country programme for Timor-Leste.

Item 16
UNFPA strategic plan and related matters

Took an oral decision authorizing UNFPA to prepare its biennial support budget, 2008-2009, on the basis of scenario 3, contained in the review of the organizational structure of UNFPA (draft document dated 30 May 2007), with formal adoption of the decision to be taken at the second regular session 2007.

Item 19
Financial, budgetary and administrative matters (UNFPA)

Adopted decision 2007/14 on the interim allocation for the UNFPA biennial support budget, 2008-2009.

Adopted decision 2007/15 on the review of the UNFPA policy on indirect cost recovery.

Joint UNDP/UNFPA segment

Item 17
Internal audit and oversight

Adopted decision 2007/29 on internal audit and oversight: UNDP/UNFPA and UNOPS.

Item 18
Field visits

Took note of the report on the joint field visit of the Executive Boards of UNDP/UNFPA, UNICEF and WFP to Liberia (24 February-4 March 2007).

Items 12 and 19 (continued)
Financial, budgetary and administrative matters

Recalled its decision 2005/33; took note of the revised biennial support budget format as proposed in the informal mock-up budget document; and requested the Administrator of UNDP and the Executive Director of UNFPA to present a preliminary draft biennial support budget, 2008-2011, in the results-based format, based on information available, for the consideration of the Executive Board at its second regular session 2007.

Item 20
Other matters

Held an informal briefing on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS.

Held informal consultations on the draft UNDP strategic plan, 2008-2011.

Held informal consultations on the draft UNIFEM strategic plan, 2008-2011.

Held a special event (UNDP) on the mid-point progress of the Millennium Development Goals.

22 June 2007

2007/31
Annual review of the financial situation, 2006 (UNDP)

The Executive Board,

1. *Takes note of* the annual review of the financial situation, 2006 (DP/2007/41) and its addendum (DP/2007/41/Add.1);
2. *Notes that* the pledges of \$1 billion and receipt of \$725 million so far in 2007 in contributions to regular resources is a positive step towards achieving the \$1.1 billion target, and *encourages* Member States in a position to do so to continue funding regular resources to meet the framework target.

14 September 2007

2007/32
UNDP strategic plan, 2008-2011

The Executive Board,

1. *Having considered* the UNDP strategic plan, 2008-2011 (DP/2007/43);
2. *Stresses that* the UNDP strategic plan, 2008-2011, is a living document, which will be reviewed by the Executive Board on a regular basis during the plan period;
3. *Endorses:*
 - (a) The UNDP strategic plan, 2008-2011, as amended and augmented by this decision;
 - (b) The following process of continual improvement of the plan:
 - (i) Issuance by the Administrator of an updated version of the strategic plan at the first regular session 2008 of the Executive Board, reflecting all the provisions of the current decision;
 - (ii) Discussion and consideration of the draft accountability framework at the first regular session 2008 of the Executive Board;
 - (iii) Submission of implications of the 2007 triennial comprehensive policy review for the strategic plan, including in the chapters on coordination, democratic governance, capacity development and crisis prevention and recovery, to the annual session 2008 of the Executive Board;
 - (iv) Submission of updated development results and institutional results frameworks to the annual session 2008 of the Executive Board;
 - (v) Inclusion in the Administrator's annual report to the annual sessions 2008 and 2009 of the Executive Board of reports on operationalization of the strategic plan;
 - (vi) Submission of a comprehensive report on performance and results to the annual session of the Executive Board 2010, and a midterm review of the strategic plan to the same session;
4. *Decides that* this decision will serve as the preface to and integral part of the UNDP strategic plan, 2008-2011;

5. *Reaffirms* that support to the achievement of the internationally agreed development goals, including the Millennium Development Goals, should be the basis of the UNDP strategic plan, 2008-2011;
6. *Stresses*, in this regard, that UNDP should focus on delivering effectively in the development-related areas, in particular with a view to eradicating poverty through development, equitable and sustained economic growth and capacity-building;
7. *Reaffirms* that the fundamental characteristics of the operational activities for development of the United Nations system should be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs of recipient countries in a flexible manner, and that the operational activities are carried out for the benefit of recipient countries, at the request of those countries and in accordance with their own policies and priorities for development;
8. *Recognizes* that the special needs of Africa, least developed countries, landlocked developing countries and small island developing states must be taken into consideration;
9. *Also recognizes* that support to capacity-development constitutes the overarching contribution of UNDP in assisting the efforts of programme countries to achieve internationally agreed development goals, including the Millennium Development Goals, and *underlines* that the emphasis of capacity-building includes institutional and human capacity-building in accordance with their national plans and strategies;
10. *Further recognizes* the importance of national ownership of development programmes, and *requests* UNDP to strengthen national ownership in the strategic plan and to further mainstream national ownership in all the areas of its work;
11. *Requests* UNDP to promote South-South cooperation by stepping up efforts to seek South-South solutions in all its focus areas, as a way to enhance exchange of best practices and support among developing countries regardless of their levels of development, and *also requests* the Administrator to establish measurable targets, in consultation with the Executive Board, for the Special Unit for South-South Cooperation;
12. *Stresses* that operational paragraph 5 of General Assembly resolution 59/250 regarding the national ownership of development programmes applies to all activities of UNDP, including its interaction with civil society;
13. *Emphasizes* that with the agreement of the host country, UNDP should assist national governments in creating an enabling environment in which the links between national governments, the United Nations development system, civil society, non-governmental organizations, and the private sector involved in the development process are strengthened, with a view to seeking new and innovative solutions to development problems in accordance with national policies and priorities;
14. *Urges* UNDP to continue to extend its support to programme countries within the context of the Hyogo Framework for Action as one of the members of the International Strategy for Disaster Reduction (ISDR) system, in close coordination with the ISDR secretariat;

15. *Recalls* the 2005 World Summit Outcome (A/RES/60/1), in which the world Heads of State and Government resolved to support the further mainstreaming of human rights throughout the United Nations system;
16. *Underscores* that while UNDP should uphold universal United Nations norms and standards, including those related to human rights, UNDP does not have any normative or monitoring role with regard to human rights;
17. *Emphasizes* that UNDP should take a human development-based approach to programming;
18. *Take notes* of the improved integration of a gender perspective into the UNDP focus areas, and *encourages* UNDP to continue to build internal capacity to address gender dimensions in its work including, inter alia, the creation of enabling incentives and accountability systems for staff at all operational levels, and *calls upon* UNDP to continue to mainstream a gender perspective and to pursue gender equality in country programmes, planning instruments and sector-wide programmes and to articulate specific country-level goals and targets in that field in accordance with national development strategies;
19. *Stresses* the need for continuing efforts to achieve gender balance in appointments within UNDP at headquarters and country levels in positions that affect operational activities, including resident coordinator appointments, with due regard to representation of women from developing countries, and keeping in mind the principle of equitable geographical representation, and *requests* UNDP to inform the Executive Board regularly of progress made in this regard;
20. *Notes* the efforts of UNDP to focus its work and avoid unnecessary overlap and duplication with other funds and programmes and specialized agencies of the United Nations, and *underscores* that when requested by the government and after consultation with the United Nations organizations that have a mandate for operational activities in their respective areas of work, UNDP may exceptionally provide support in areas outside the agreed focus areas;
21. *Recognizes* that the work of UNDP at the country level may vary, dependent upon the particular situation in each programme country, taking into account the national legislation and other country-specific circumstances;
22. *Reiterates* that UNDP should use, to the fullest extent possible, national execution and available national expertise and technologies as the norm in the implementation of operational activities, bearing in mind the importance of building national capacity, simplifying procedures and aligning them with national procedures, and fostering responsible financial management of operational activities;
23. *Requests* UNDP to continue to review and improve the development results and institutional results frameworks, including in response to comments by the Executive Board, and *emphasizes*, in this regard, that the indicators should focus on measuring the contribution of UNDP to outcomes and delivery of outputs, not the performance of programme countries;
24. *Further requests* UNDP to provide information to clarify its role in monitoring the Millennium Development Goals, including goal 8, as well as its collaboration and complementarity with other entities;

25. *Stresses* the need to use terminology and approaches consistent with the outcomes of United Nations conferences and summits;

26. *Approves* the integrated financial resources framework for the period 2008-2011 as contained in document DP/2007/43, and *calls upon* all Member States in a position to do so to support UNDP in reaching the resources targets set out in the strategic plan and to commit, as early as possible, their contribution to UNDP regular resources for the years 2008 and onwards, if possible through multi-year pledges.

5 October 2007

2007/33

Proposals on programming arrangements for 2008-2011

The Executive Board,

1. *Takes note* of document DP/2007/44 on proposals on programming arrangements for the period 2008-2011, which in accordance with decision 2002/18, 2005 and 2007/3 provides further enhancement and simplification of the existing arrangements taking into consideration existing legislation, changes foreseen in the strategic plan, 2008-2011, and best practices within the United Nations funds and programmes;

2. *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, which are, inter alia, universality, neutrality, multilateralism and its voluntary and grant nature and 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;

3. *Reconfirms* that, within the context of the programming arrangements and related decisions, the amount of regular resources available for programming for any given year is the total amount of regular income for that year minus: (a) the amount allocated to the biennial support budget for that year; and (b) any other amount of regular income that has been set aside as authorized by the Executive Board for other purposes than the programme lines of the programme financial framework as presented in table 6 of document DP/2007/44;

4. *Authorizes* the proposals of the Administrator to enhance the 2008-2011 programme financial framework as follows:

(a) Introduce a systematic adjustment of country classification thresholds at the beginning of each programming cycle;

(b) Establish a 50:50 share between TRAC-1 and TRAC-2, with regional flexibility of up to 10 per cent and without country limitation on TRAC-2 resource assignments;

(c) Increase the annual programming base of the programme financial framework from \$450 million to \$700 million in nominal terms;

(d) Re-cost all fixed lines to account for inflation and provide limited annual volume increases to all existing fixed lines;

(e) Regularize the funding of the Programme of assistance to the Palestinian People (PAPP) through the introduction of a specific fixed line, in line with decision 2005/26;

(f) Introduce a specific fixed line for gender mainstreaming;

(g) Transfer the fixed line for evaluation to the biennial support budget;

5. *Decides* that, except for the changes endorsed in the preceding paragraph, all other legislative provisions of the programming arrangements remain unchanged;

6. *Requests* the Administrator to submit to the Executive Board at its first regular session 2008 information on: (a) country-by-country TRAC-2 allocations since 2005; (b) the methodology of TRAC-2 allocation; and (c) criteria for establishing specific fixed lines, for further consideration of these issues;

7. *Also requests* the Administrator to submit to the Executive Board, at its first regular session 2009, a report with proposals to realign cost classification of activities funded from the programme financial framework and the biennial support budget in the context of the preparation of the 2010-2011 biennial support budget;

8. *Further requests* the Administrator to submit to the Executive Board, a midterm review at its second regular session 2009, and a report with proposals for successor programming arrangements at the second regular session 2011.

14 September 2007

2007/34

Predictable programme financing for UNCDF

The Executive Board,

1. *Requests* UNDP to provide UNCDF, on an exceptional basis, with the amount of \$6 million for 2008, and to increase efforts to work with UNCDF to provide it with stable programme resources by supporting joint programmes with UNCDF at country, regional and global levels;

2. *Reiterates* the request to UNDP and UNCDF to present a plan containing detailed proposals to this end for discussion at the first regular session 2008.

14 September 2007

2007/35

UNIFEM strategic plan, 2008-2011

The Executive Board,

1. *Takes note* of the UNIFEM strategic plan, 2008-2011 (DP/2007/45);

2. *Recognizes* that the UNIFEM strategic plan responds to the challenge of strengthening the implementation of national priorities for achieving gender equality and women's empowerment;

3. *Notes* that the plan further defines the catalytic role of UNIFEM, in accordance with General Assembly resolution 39/125, and *encourages* UNIFEM to systematically document and disseminate effective strategies for supporting progress on gender equality and women's empowerment in line with the national priorities of the programme countries;
4. *Underscores* the importance of support for capacity-development in programme countries and *notes* that the plan intends to identify concrete methodologies and measurements that underpin capacity development;
5. *Underscores* the importance of the close coordination of UNIFEM with other United Nations organizations in support of gender equality programming, including achieving greater clarity on the role of UNIFEM in accordance with General Assembly resolution 39/125 as a key driver to enhance United Nations system work on gender equality on the ground;
6. *Stresses* the importance of an integrated resources framework as an essential component for the implementation of the strategic plan;
7. *Notes* the resource mobilization projection in the UNIFEM strategic plan, 2008-2011, of \$258.4 million in regular resources, which is significantly higher than current levels, and *requests* UNIFEM to provide, in a report to the Executive Board at its first regular session 2008, further information relating to the resource mobilization framework, including the potential impact on the strategic priorities and results set out in the UNIFEM strategic plan, 2008-2011, should regular resources not meet the projection;
8. *Reiterates* that the regular resources continue to be the bedrock of UNIFEM and essential to maintain the multilateral, neutral and universal nature of its work and calls upon donor countries and all other countries in a position to do so to increase their contributions to the regular resources of UNIFEM;
9. *Recalls and endorses* the strategic directions of UNIFEM as set out in previous intergovernmental resolutions and decisions related to UNIFEM;
10. *Endorses* the strategic priorities and results set out in the UNIFEM strategic plan, 2008-2011, and *authorizes* its implementation;
11. *Requests* the Executive Director to submit to the Executive Board, at its second regular session 2009, a midterm review of the strategic plan, 2008-2011.

14 September 2007

2007/36

Assistance to Myanmar

The Executive Board,

1. *Takes note* of the note by the Administrator on assistance to Myanmar (DP/2007/46) and of the report submitted by the independent assessment mission to Myanmar, in particular the strategic challenges and recommendations mentioned therein;
2. *Requests* that the Administrator take account of and implement the findings of the independent assessment mission, as appropriate, under the human development

initiative (HDI), and continue to ensure that it achieves the intended development results;

3. *Endorses* the proposed programme focus during the 3-year extension (2008-2010) of HDI, phase IV;

4. *Authorizes* the Administrator to allocate an estimated amount of \$24.1 million from regular budget resources for the period 2008-2010. This will be supplemented by other resources mobilized in the amount of \$24.9 million, within the envelope already approved by the Executive Board in 2005.

14 September 2007

2007/37

Implementation of the recommendations of the Board of Auditors, 2004-2005

The Executive Board,

1. *Takes note, with concern,* of the report of the Board of Auditors on the UNOPS financial statements for the biennium ended 31 December 2005 (Ad/61/5/Add.10);

2. *Notes* the progress made to date by the new UNOPS management to address financial and other related issues that had accumulated over a number of years;

3. *Takes note* of the report from UNOPS on the recommendations of the Board of Auditors for the biennium 2004-2005 (DP/2007/48), and *requests* UNOPS to report on the status of this implementation to the Board at its second regular session 2008.

14 September 2007

2007/38

Proposed partial merger of certain functions of IAPSO with UNOPS

The Executive Board,

1. *Welcomes* the transfer of the direct procurement functions carried out by UNDP/Inter-Agency Procurement Services Office (IAPSO) with respect to common user items and the associated strengthening of UNOPS as a central procurement resource to the United Nations system;

2. *Decides* that UNOPS is mandated to provide services to international non-governmental organizations (NGOs), where such provision furthers United Nations programmes and priorities of governments and is consistent with existing service provided by UNOPS, subsidiary to its core task of servicing the United Nations system;

3. *Decides* that, as of 2008, UNOPS will assume the responsibility given to UNDP/IAPSO pursuant to decisions 96/2 and 96/35 of compiling and submitting to the Executive Board, at its second regular session, the annual statistical report on the procurement activities of United Nations system organizations;

4. *Requests* the Executive Director to include, in his annual report to the Executive Board, an overview of UNOPS clients and services and information on the implementation of the partial merger, including provision of services to NGOs.

14 September 2007

2007/39

Amendment to the instrument for the establishment of the restructured Global Environment Facility

The Executive Board,

1. *Takes note* of the Note by Administrator on the proposed amendment to the instrument for the establishment of the restructured Global Environment Facility (GEF);
2. *Adopts* the amendments to the GEF instrument so as to provide the GEF Council with flexibility to hold its meetings outside the seat of the Secretariat, if necessary.

14 September 2007

2007/40

UNFPA strategic plan, 2008-2011

The Executive Board,

1. *Takes note* of the report (DP/FPA/2007/17) on the UNFPA strategic plan, 2008-2011: accelerating progress and national ownership of the Programme of Action of the International Conference on Population and Development (ICPD) and *recognizes* the strategic plan as the key tool for directing the work of UNFPA in supporting countries in implementing the ICPD Programme of Action and the Key Actions for the Further Implementation of the ICPD Programme of Action (ICPD+5) and in advancing the Millennium Development Goals;
2. *Takes note with appreciation* of the participatory consultative process undertaken by UNFPA in developing the strategic plan;
3. *Endorses* the strategic plan, 2008-2011, as contained in document DP/FPA/2007/17;
4. *Welcomes* the strengthened support to national development and *underscores* the importance of capacity development and national ownership in further enhancing national development;
5. *Recognizes* that programme countries, in the country programme development process, have the flexibility to choose the development results framework outcomes from the strategic plan that best respond to their national development priorities;
6. *Recognizes* the increased focus of UNFPA on results-based management and accountability and *encourages* UNFPA to continue to strengthen results-based management and accountability in the strategic plan, and to collaborate with other United Nations funds and programmes to harmonize approaches to results-based management;

7. *Takes note* of the accountability framework (DP/FPA/2007/20) and of the commitment of UNFPA to further strengthen its monitoring and reporting;
8. *Approves* the integrated financial resources framework for 2008-2011 as contained in document DP/FPA/2007/17 and *encourages* all countries in a position to do so to assist UNFPA in reaching the total figure for regular and other resources for 2008-2011, including through multi-year pledges;
9. *Stresses* that regular resources, because of their untied nature, continue to be the bedrock of UNFPA activities, enabling the effective implementation of the strategic plan, and *calls upon* donor countries and all other countries in a position to do so to increase substantially their contributions to the regular resources of UNFPA;
10. *Requests* the Executive Director to submit to the Executive Board, at its second regular session 2009, a midterm review of the strategic plan, 2008-2011.

14 September 2007

2007/41

UNFPA global and regional programme, 2008-2011

The Executive Board,

1. *Endorses* the proposed UNFPA global and regional programme, 2008-2011, as contained in document DP/FPA/2007/19;
2. *Authorizes* the Executive Director to commit an amount of \$200 million over the four-year period, 2008-2011, for its implementation;
3. *Requests* the Executive Director to report to the Executive Board in 2009 and in 2011 on the implementation of the UNFPA global and regional programme, within the context of the annual report of the Executive Director.

14 September 2007

2007/42

Review of the system for the allocation of UNFPA resources to country programmes

The Executive Board,

1. *Takes note of* the review of the system for the allocation of UNFPA resources to country programmes as contained in document DP/FPA/2007/18;
2. *Approves* the approach, effective January 2008, for resource allocation as outlined in document DP/FPA/2007/18, and endorses the procedure for categorizing countries into groups A, B and C;
3. *Approves* the relative share of resources presented in table 4 of the above-mentioned document;
4. *Also approves* the changes suggested to country programme documents as outlined in paragraph 23 of the above-mentioned document;

5. *Recommends* that the distribution of resources to individual countries and particularly to those changing category, be made in a flexible manner, taking into account the need to ensure that the gains already made are not compromised;
6. *Requests* the Executive Director to undertake, as needed, a further review of the system for resource allocation in 2011 in the context of the review of the UNFPA strategic plan, 2008-2011.

14 September 2007

2007/43

Review of the organizational structure of UNFPA

(i) Review of the organizational structure of UNFPA

The Executive Board,

1. *Takes note of* the review of the organizational structure of UNFPA, as contained in document DP/FPA/2007/16 and its corrigendum (DP/FPA/2007/16/Corr.1)
2. *Approves* the UNFPA organizational structure contained in the above-mentioned document and its corrigendum;
3. *Stresses* the need for further consultations among the United Nations Development Group on options for a co-located regional office for Eastern Europe and Central Asia;
4. *Decides* to review the location of the regional office for Eastern Europe and Central Asia, as part of the assessment of the implementation of the organizational structure, at the first regular session 2009, taking into account the comments of Member States and the evolving situation in the region;
5. *Requests* the Executive Director to present regular updates to the Executive Board, as appropriate, regarding the implementation of the organizational structure;

(ii) The operational reserve

The Executive Board,

Taking note of the recommendation on the operational reserve in paragraph 77 of document DP/FPA/2006/16 on the review of the organizational structure of UNFPA,

1. *Authorizes* the Executive Director, on an exceptional basis, to withhold a maximum of \$11 million from the projected annual additions over two years to the operational reserve, above the current level of \$72.1 million until 1 January 2009 to partially fund the one-time costs of \$27.9 million;
2. *Requests* UNFPA to resume funding the operational reserve after meeting the above requirement of \$11 million, in accordance with rule 112.1 of the Financial Rules and Regulations (Rev.7);
3. *Requests* the Executive Director to report to the Executive Board at its first regular session in 2009 on the state of the operational reserve.

14 September 2007

2007/44
Overview of decisions adopted by the Executive Board of UNDP/UNFPA at its second regular session 2007

The Executive Board,

Recalls that during its second regular session 2007, it:

Item 1
Organizational matters

Approved the agenda and work plan for the second regular session 2007;

Approved the report of the annual session 2007;

Agreed to the following schedule of sessions of the Executive Board in 2008:

First regular session 2008:	21 to 24 January 2008
Joint meeting of the Executive Boards of UNDP/UNFPA, UNICEF and WFP:	25 and 28 January 2008
Annual session 2008:	16 to 27 June 2008 (Geneva)
Second regular session 2008:	8 to 12 September 2008.

UNDP segment

Item 2
Financial, budgetary and administrative matters

Adopted decision 2007/31 on the annual review of the financial situation, 2006 (UNDP);

Took note of the report on the information on United Nations system technical cooperation expenditures 2006 (DP/2007/42 and DP/2007/42/Add.1).

Item 3
UNDP strategic plan

Took note of the report on the existing UNDP accountability framework and its monitoring and evaluation mechanisms (DP/2007/CRP.4);

Adopted decision 2007/32 on the UNDP strategic plan, 2008-2011.

Item 4
Programming arrangements

Adopted decision 2007/33 on programming arrangements and decision 2007/34 on predictable programme funding for the United Nations Capital Development Fund (UNCDF).

Item 5
United Nations Development Fund for Women (UNIFEM)

Adopted decision 2007/35 on the UNIFEM strategic plan, 2008-2011.

Item 6

Country programmes and related matters (UNDP)

Adopted decision 2007/36 on assistance to Myanmar;

Approved the following country programmes on a no-objection basis, without presentation or discussion:

Africa: Cameroon , Guinea-Bissau, Lesotho, Malawi, Mali and Sierra Leone;

Arab States: Bahrain, Djibouti, Jordan and the United Arab Emirates;

Asia and the Pacific: Bhutan, Malaysia, India, Maldives, Papua New Guinea and Sri Lanka;

Europe and the Commonwealth of Independent States: Russian Federation;

Latin America and the Caribbean: Bolivia, Cuba, Suriname and Trinidad and Tobago;

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

Draft regional programme document for Africa

Draft regional programme document for Asia and the Pacific

Draft regional programme document for Latin America and the Caribbean

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

Africa

Draft country programme document for the Democratic Republic of the Congo (DP/DCP/COD/1)

Draft country programme document for Equatorial Guinea (DP/DCP/GNQ/1)

Draft country programme document for Liberia (DP/DCP/LBR/1)

Draft country programme document for Madagascar (DP/DCP/MDG/1)

Draft country programme document for Rwanda (DP/DCP/RWA/1)

Draft country programme document for Togo (DP/DCP/TGO/1)

Arab States

Draft country programme document for Kuwait (DP/DCP/KWT/1)

Draft country programme document for Somalia (DP/DCP/SOM/1/Rev.1)

Asia

Draft multi-country programme document for Fiji (DP/DCP/FJI/1)

Draft country programme document for Nepal (DP/DCP/NPL/1)

Draft multi-country programme document for Samoa (DP/DCP/WSM/1)

Latin America and the Caribbean

Draft country programme document for Colombia (DP/DCP/COL/1)

Draft country programme document for Costa Rica (DP/DCP/CRI/1)

Draft country programme document for Mexico (DP/DCP/MEX/1)
 Draft country programme document for Nicaragua (DP/DCP/NIC/1)

Took note of the one-year extensions of the global programme and the country programme for Venezuela (DP/2007/47);

Approved the second one-year extension of the country programme for Haiti (DP/2007/47).

Item 7

United Nations Office for Project Services (UNOPS)

Adopted decision 2007/37 on the report on the implementation of the recommendations of the Board of Auditors, 2004-2005;

Adopted decision 2007/38 on the proposed partial merger of certain functions of the Inter-Agency Procurement Services Office (IAPSO) with UNOPS.

UNFPA segment

Item 8

Financial, budgetary and administrative matters (UNFPA)

Took note of the UNFPA annual financial review, 2006 (DP/FPA/2007/15).

Item 9

UNFPA strategic plan and related matters

Adopted decision 2007/40 on the UNFPA strategic plan, 2008-2011;

Adopted decision 2007/41 on the UNFPA global and regional programme, 2008-2011;

Adopted decision 2007/42 on the review of the system for the allocation of UNFPA resources to country programmes;

Adopted decision 2007/43 on the review of the organizational structure of UNFPA;

Item 10

Country programmes and related matters (UNFPA)

Approved the following country programmes on a no-objection basis, without presentation or discussion:

Africa: Cameroon , Comoros, Guinea-Bissau, Malawi, Mali and Sierra Leone;

Arab States, Europe and Central Asia: Djibouti and Jordan;

Asia and the Pacific: Bhutan, India, Maldives, Papua New Guinea and Sri Lanka;

Latin America and the Caribbean: Bolivia and Cuba.

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

Africa

Draft country programme document for the Democratic Republic of the Congo (DP/FPA/DCP/COD/3)

Draft country programme document for Equatorial Guinea (DP/FPA/DCP/GNQ/5)
Draft country programme document for Lesotho (DP/FPA/DCP/LSO/5)
Draft country programme document for Liberia (DP/FPA/DCP/LBR/3 and Corr.1)
Draft country programme document for Madagascar (DP/FPA/DCP/MDG/6)
Draft country programme document for Rwanda (DP/FPA/DCP/RWA/6)
Draft country programme document for Togo (DP/FPA/DCP/TGO/5);

Arab States, Europe and Central Asia

Draft country programme document for Somalia (DP/FPA/DCP/SOM/1);

Asia and the Pacific

Draft country programme document for Nepal (DP/FPA/DCP/NPL/6)
Draft multi-country programme document for the Pacific Island countries (DP/FPA/DCP/PIC/4);

Latin America and the Caribbean

Draft country programme document for Colombia (DP/FPA/DCP/COL/5)
Draft country programme document for Costa Rica (DP/FPA/DCP/CRI/3)
Draft country programme document for Mexico (DP/FPA/DCP/MEX/5)
Draft country programme document for Nicaragua (DP/FPA/DCP/NIC/7);

Took note of the one-year extension of the country programme for the Bolivarian Republic of Venezuela (DP/FPA/2007/21).

Item 11

United Nations Capital Development Fund

Took note of the detailed proposal on funding strategies and programme arrangements.

Joint UNDP/UNFPA segment

Item 12

Internal audit and oversight

Heard oral reports on the progress made in developing the components and principles of the respective oversight policies of UNDP and UNFPA in preparation for their submission to the Executive Board at its first regular session 2008.

Item 13

Follow-up to the Programme Coordinating Board meeting of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

Took note of the joint UNDP and UNFPA report on the implementation of the decisions and recommendations of the UNAIDS Programme Coordinating Board (DP/2007/50-DP/FPA/2007/22).

Item 14

Field visits

Took note of the report on the field visit of the UNDP/UNFPA Executive Board to Mexico (DP/2007/CRP.3 - DP/FPA/2007/CRP/2).

Item 15
Other matters

Adopted decision 2007/39 on the amendment to the instrument for the establishment of the restructured Global Environment Facility;

Held the following informal briefings and consultations:

UNDP

Held informal consultations on:

(a) the preliminary draft of the UNDP biennial support budget, 2008-2009; (b) the preliminary draft of the UNIFEM biennial support budget, 2008-2009; and (c) the intended partial merger of certain functions of IAPSO into UNOPS;

UNFPA

Held informal consultations on:

(a) the preliminary draft of the UNFPA biennial support budget, 2008-2009; and
(b) reproductive health commodity security.

Annex II

Membership of the Executive Board in 2007

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

African States: Algeria (2008); Angola (2009); Benin (2008); Central African Republic (2009); Malawi (2009); Senegal (2009); Somalia (2009); Uganda (2007).

Asian and Pacific States: Bangladesh (2008); Bhutan (2009); China (2009); Democratic People's Republic of Korea (2007); India (2009); Kazakhstan (2007); Pakistan (2008).

Latin America and Caribbean States: Antigua and Barbuda (2009); Ecuador (2008); Guatemala (2007); Guyana (2007); Jamaica (2008).

Eastern European and other States: Belarus (2007); Russian Federation (2008); Serbia (2009); Ukraine (2007).

Western European and other States*: Belgium, Canada; Denmark; Germany, Greece, Italy, Japan; Norway; Portugal; Spain; United Kingdom; United States.

* WEOG has its own rotation schedule, which varies every year.

