








## EXECUTIVE BOARD DECISION TRACKING TABLE: FIRST REGULAR SESSION 2018


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2018/1: Independent Evaluation Office Workplan 2018-2021</a>	EVALUATION	ExO, BMS	<i>Para. 2</i> : Reaffirms the importance of evaluation as an essential tool for learning and accountability, and urges UNDP to ensure that adequate resources are provided for evaluation, in compliance with the evaluation policy as endorsed in decision 2016/17 approving the UNDP Evaluation Policy, and in keeping with expectations set out in the UNDP integrated resources plan and integrated budget estimates, 2018-2021 (DP/2017/39)	Update at Annual Session 2018	In line with the evaluation policy, approved by the Executive Board, UNDP proposes to allocate 0.2 percent of the estimated combined programmatic resources (regular and other) for the functions of the Independent Evaluation Office, which increases the estimated allocation by \$7 million compared to 2014-2017. UNDP is committed to and greatly values the role of independent evaluation functions in contributing to performance improvement.	Completed 
		IEO, BPPS	<i>Para. 3</i> : Notes the decision of the Independent Evaluation Office to change its procedures for evaluating UNDP country programming, in order to achieve full evaluation coverage of all country programmes prior to the Board's consideration of new country programme documents, as guided by decision 2015/8	Update at Annual Session 2018	IEO is carrying out 38 Independent Country Programme Evaluations in 2019, a fourfold increase from previous years.	Completed and ongoing 


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
		BPPS, IEO	<i>Para. 6:</i> Requests that UNDP and the Independent Evaluation Office seek out opportunities with other United Nations agencies for joint evaluations of joint programming, as well as the common chapter of the Strategic Plan	Update at Annual Session 2018	As requested by the respective Executive Boards, the evaluation offices of UNDP, UNFPA, UNICEF and UN-Women will jointly evaluate the strategies, implementation modalities and initial results arising from the agreed joint actions in the collaborate areas set out in the common chapter. A concept note was discussed with the agencies. The four agencies working on the common chapter, together with other UN entities, are planning to conduct a decentralised mid-term evaluation of the Spotlight Initiative in Uganda during the first quarter of 2022.	Completed and ongoing 
		IEO, BPPS	<i>Para. 7:</i> Looks forward to an update from the Independent Evaluation Office on any potential implications for UNDP regarding the United Nations development system evaluation function, including through the annual report on evaluation	Update at Annual Session 2018	The two independent evaluations carried out by the IEO- covering pooled financing and operational services- were timely conducted considering the ongoing UNDS and UNDP reforms. The evaluations' key findings, conclusions and recommendations are informing management decisions and priority-setting for strategic engagement by UNDP.	Completed 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2018/3: Reports of UNDP, UNFPA, and UNOPS on the implementation of the recommendations of the Board of Auditors 2016</a>	AUDIT	BMS, UNCDF	<i>Para. 4</i> : Encourages UNDP to make further efforts to implement outstanding audit recommendations and in particular to strengthen efforts to tackle recurring recommendations	First Regular Session 2019	UNDP in the process of implementing this recommendation. An update will be presented at the first session 2021.	Completed and ongoing 



DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	BPPS, BMS	<p><i>Para. 5: Welcomes continued efforts by UNDP to strengthen the quality of programme design, management and oversight, and requests UNDP to take steps to strengthen implementation of risk management practices at all levels</i></p>	First Regular Session 2019	<p>The ERM Policy is currently being reviewed to further strengthen risk management in UNDP enabling a shift from risk aversion to risk management. It is supported by an action/rollout plan to equip UNDP with the following:</p> <ul style="list-style-type: none"> <li>• A unified &amp; integrated approach to institutional &amp; programmatic risk management across different types of risk and corporate, unit/programme &amp; project levels.</li> <li>• An improved system &amp; basis for foresight &amp; risk-informed decisions across all levels of the organization. Such a system would help staff and partners continuously identify, analyse, monitor &amp; report on existing and emerging risks.</li> <li>• The basis for building a mature risk culture &amp; competencies in UNDP with emphasis on shifting behaviours, mindsets &amp; capacities related to risk management, e.g. not solely as a compliance process but a tool for risk-informed decision making and learning from “failures.”</li> <li>• The risk governance mechanisms necessary to ensure effective accountability, oversight, support, &amp; controls. The new ERM Policy introduces the Three Lines of Defense to set a well-defined &amp; structured risk governance for</li> </ul>	<p>Completed and ongoing</p> 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	BPPS, BMS	<p><i>Para. 6:</i> Encourages UNDP to continue its efforts to enhance oversight and management of implementing partners, ensuring policy and assurance requirements are appropriately implemented across the organization, and that compliance is monitored</p>	First Regular Session 2019	<p>BMS launched the updated HACT monitoring platform, which has been developed to provide a more robust platform for tracking and reporting of HACT implementation to better support decision making by UNDP Offices and their respective Bureaus. The platform, which includes a monitoring dashboard, can be accessed through the UNDP intranet.</p> <p>HACT was included in the 2017 Assertion and will be included in the 2018 Assertions to ensure that issues relating to the management of implementing partners continue to be addressed by Heads of Office.</p>	<p>Completed and ongoing</p> 



DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	BMS	<p><i>Para. 7:</i> Further encourages UNDP to continue its efforts to prevent and uncover procurement irregularities and other fraudulent practices and to improve actions for recovery of funds, and underscores the importance of protecting whistle-blowers and ensuring that whistle-blower protections are both robust and well-known</p>	First Regular Session 2019	<p>Under the Risk Management Framework Action plan 2 Special Projects have been initiated: 1. E-tendering project: 120 offices now implement e-tendering &amp; this has increased the transparency and integrity of the procurement function. 2. UNDP continues to utilise the Supplier of Interest Project (SOI) dashboards and the ATLAS Workbench to monitor and ensure vendor data analysis and cleanup. Auto-archiving process is automated and it is processed on a quarterly basis thus constantly reducing the risk of exposure. UNDP has achieved 99.2% and 92.7% cleanup of duplicate payees and duplicate bank accounts respectively and continues to maintain its vendor records. UNDP has achieved increased data quality in its vendor profiles with 100% of new and reactivated vendors complying with the mandatory fields.</p>	<p>Completed and ongoing</p> 


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	BMS	<p><i>Para. 9:</i> Requests UNDP to address in the upcoming review of the UNDP Policy against Fraud and Other Corrupt Practices the observations and recommendations of the Board of Auditors to thoroughly review the underlying circumstances that led to the cases of fraud, to identify the possible gaps and to develop a comprehensive anti-fraud strategy to minimize fraud risks and associated loss</p>	First Regular Session 2019 (tbc)	The anti-fraud strategy document was circulated for internal review and to key stakeholders in mid August.	<p>Completed and ongoing</p> 



## EXECUTIVE BOARD DECISION TRACKING TABLE: ANNUAL SESSION 2018



DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2018/5: Annual Report of the Administrator: Report of the Administrator on results for 2017 and progress on the Strategic Plan 2018-2021</a>	ANNUAL REPORT & STRATEGIC PLAN	BPPS, ExO	<p><i>Para. 2</i> : Urges UNDP to utilize lessons learned from the Strategic Plan, 2014-2017, in the implementation of the Strategic Plan, 2018-2021 to meet the annual milestones and targets set out in the integrated results and resources framework for all development and institutional effectiveness outputs</p>	Annual Session 2019	The Annual Report of the Administrator for 2018 has incorporated lessons from the Strategic Plan, 2014-2017, various evaluations and the first year of the current Strategic Plan implementation in the 10 observations and the other parts of the report.	Completed and ongoing 
	ANNUAL REPORT & STRATEGIC PLAN	BPPS	<p><i>Para. 3</i>: Recognizes and welcomes the progress in populating the integrated results and resources framework (IRRF) for the Strategic Plan, 2018-2021 and requests UNDP to continue to refine and improve the IRRF as it continues to implement its Strategic Plan</p>	As needed	The fully populated IRRF with baselines, milestones and targets and 2018 actuals is annexed to the Annual Report of the Administrator for 2018. A few improvements were made to the IRRF, including effectively zeroed baselines and the adoption of a weighted average approach to the 'proportion' indicators.	Completed and ongoing 







	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	ExO, BPPS	<i>Para. 4</i> : Recognizes the inter-agency efforts being made to advance the common chapter and requests UNDP to continue consultations with United Nations funds and programmes on the harmonized format for common chapter reporting	Ongoing	The four Agencies agreed on the harmonized format for common chapter reporting, including the common SDG and QCPR indicators. The agreed format was used for the common chapter annual report, 2018, annexed to the Annual Report of the Administrator.	Completed 
	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	ExO, BPPS	<i>Para. 5</i> : Welcomes the mentioning of the common chapter in the annual report and asks UNDP to report on the status of the implementation of the common chapter, starting with the annual report 2019, and to present the findings at the joint meeting of the Executive Boards and at the annual session	Annual Session 2019 and Joint Meeting of the Boards 2019	This was discussed at the joint meeting in 2018. There was also an annex to the Annual Report on the Common Chapter and updates took place at the Annual Session 2019.	Completed 


	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	ExO, BPPS, OAI, IEO	<p><i>Para. 6</i> : Recognizes and welcomes the strategic engagement and financial contribution of UNDP to the United Nations Capital Development Fund (UNCDF), United Nations Volunteers programme (UNV) and United Nations Office for South-South Cooperation (UNOSSC), and requests the Administrator of UNDP, in case of the need for additional information, to provide annual updates to reflect the results achieved by these contributions in an annex to the annual report, to ensure that the UNDP Office of Audit and Investigations and Independent Evaluation Office include UNCDF, UNV and UNOSSC in their workplans and to provide an update to the Board on progress by the second regular session 2018 to help inform deliberations</p>	Second Regular Session 2018	The annual report of the UNOSSC was prepared and was annexed to the Annual Report of the Administrator for 2018.	Completed and ongoing  
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	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	ExO, BMS	<p><i>Para. 8:</i> Requests UNDP to continue to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States with a view to support full implementation of General Assembly resolutions 71/243 and 72/279, including its contribution to a smooth transition and business continuity of the resident coordinator system</p>	Ongoing	<p>UNDP continues to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States in full support of the implementation of General Assembly resolutions 71/243 and 72/279. UNDP fully participated and cooperated with the UN to ensure that a smooth transition to the new Resident Coordinator system took place as of 1 January 2019.</p>	<p>Completed</p> 
	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	ExO	<p>Para. 9: Requests UNDP, as a UNDS entity, to engage closely with the Secretary-General and Member States to support preparation of a well thought-out implementation plan for the inception of the reinvigorated resident coordinator system, including on the operationalization of its funding arrangements, to be presented to the General Assembly</p>	Tbc by EO	<p>UNDP has been engaging closely with the SG and Member States on UNDS repositioning issues and fully supported the RC de-linking process. It also doubled its contribution to the UNDS cost-sharing mechanism.</p>	<p>Completed and ongoing</p> 

	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	BERA, BMS	Para. 10: Also requests UNDP to present a preliminary analysis of the financial and other implications of resolution 72/279 for UNDP to the Executive Board at the second regular session 2018	Second Regular Session 2018	A preliminary analysis was presented to the EB during the Second Regular Session as a document and also as part of a briefing during the session.	Completed 
	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	BMS, ExO	<i>Para. 11</i> : Further requests UNDP, in accordance with resolution 72/279, to provide its contribution to the adequate, predictable and sustainable funding of the resident coordinator system, in line with the forthcoming implementation plan for the inception of the reinvigorated resident coordinator system to be presented to the General Assembly, on an annual basis starting 1 January 2019	1 Jan. 201	As part of its commitment, UNDP doubled its contribution to the UNDS cost-sharing mechanism and transferred the payment before the end of 2018.	Completed 


	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	ExO, BERA	<i>Para. 12</i> : Welcomes with appreciation the engagement with the Executive Board on the implementation of the Strategic Plan, 2018-2021, and requests UNDP to continue dialogue with the Executive Board that UNDP continue to update its working plan of engagement in response to the implementation of resolution 72/279	Ongoing	Dialogue with the Executive Board on the implementation of res. 72/279 continues unabated, and an informal consultation on the mid-term review of UNDP's Strategic Plans 2018-2021 will be conducted on 29 August 2019, prior to the second regular session.	Completed and ongoing 
	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	BERA, BMS	<i>Para. 13</i> : Recalls decision 2017/20 on UNDP structured funding dialogues in which UNDP was asked to present a proposal to the Board at the second regular session 2018 on how to improve the functioning of the dialogues	Second Regular Session 2018	In Jan 23, 2020, UNDP, UNFPA, UNICEF and UN Women held a joint SFD informal session where options for format, content and timelines for future SFD report and dialogues were presented and useful feedback received. As a result, the SFD report along with the funding compact reporting format has been harmonized.	Completed and ongoing 


	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	BERA, BMS, BPPS	<p><i>Para. 14</i> : Encourages UNDP to allow for increased interactivity with Member States by beginning preparations for the structured funding dialogues early and by providing the Board with a detailed overview with resources linked to outputs in the integrated results and resources framework, 2018-2021 as well as an overview of funding gaps in relation to the implementation of the Strategic Plan, 2018-2021, taking into account both regular and other resources</p>	Second Regular Session 2018	<p>UNDP, UNFPA, UNICEF and UN Women have discussed and agreed to use proxy indicators to report of funding gaps as part of the 2020 SFD annex 2 against strategic plan in line with the methodological guidance provided by DCO. Accordingly, UNDP presented its funding gap by calculating the percentage of funding received versus overall budget (per year and cumulative) as well as the percentage of estimated contributions versus actual contribution received.</p>	<p>Completed and ongoing</p> 
	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	BPPS	<p><i>Para. 15</i> : Notes that UNDP did not report on progress against the gender equality strategy for 2017 as in previous years, looks forward to the gender equality strategy presentation at the second regular session 2018 and expects thereafter that yearly reporting on progress against the gender equality strategy will resume in the annual session</p>	Second Regular Session 2018 and Annual Session 2019	<p>The Gender Equality Strategy was presented at the Second Regular Session and annual reporting resumed in the annual session 2019.</p>	<p>Completed</p> 



	<p><b>ANNUAL REPORT &amp; STRATEGIC PLAN</b></p>	<p>ExO</p>	<p><i>Para. 16</i> : Welcomes the Administrator’s commitment to implementing resolutions 71/243 and 72/279 and in this regard encourages the secretariat of the UNDP/UNFPA/UNOPS Executive Board to work together with the secretariats of the UNICEF and UN-Women Executive Boards to produce a joint response to the 2018 joint meeting of the Executive Boards segment on working methods by no later than four weeks before the second regular session 2018, allowing for a consultation process among Member States ahead of that session</p>	<p>3 Aug. 2018 (4 weeks before Second Regular Session 2018)</p>	<p>A joint response to the 2018 joint meeting of the Executive Boards segment on working methods was prepared and posted online 4 weeks before the session. An informal consultation on the subject also took place in August 2018, followed by a discussion at the Second Regular Session.</p>	<p>Completed</p> 
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<p><a href="#">2018/6: UNDP Evaluation: Annual Report on Evaluation 2017</a></p>	<p><b>EVALUATION</b></p>	<p>IEO with BPPS, BMS, UNCDF, UNV, UNOSSC</p>	<p><i>Para. 2</i> : Recalls decision 2018/1 approving the Independent Evaluation Office (IEO) workplan, and encourages the IEO, building on existing work, together with the Administrator and the heads of the associated entities – the United Nations Capital Development Fund, the United Nations Volunteers programme and the United Nations Office for South-South Cooperation – to ensure that each entity has appropriate monitoring and evaluation frameworks, in line with UNDP best practice, in particular its fiduciary, transparency and due diligence practices, and to update the Executive Board on this work at the second regular session 2018</p>	<p>Second Regular Session 2018</p>	<p>An informal EB briefing was provided to the Executive Board on August 23. The presentation covered this decision, as well as three related ones made (2018/5), (2018/3) and (2018/14). Overall, the three units are well aligned with UNDP practices and regulations.</p>	<p>Completed</p> 
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	<b>EVALUATION</b>	IEO, BPPS	<p><i>Para. 3</i> : Further recalls decision 2018/1 and takes note of the importance of joint evaluations with other entities, including joint evaluation of the common chapter of the strategic plans of the funds and programmes, and calls on IEO and UNDP to brief the Executive Board at the second regular session 2018 on planning for this joint evaluation as part of its contribution to broader collaboration on joint evaluations of system-wide activities and to the function of system-wide independent evaluation measures</p>	Second Regular Session 2018	<p>A presentation on the status of collaboration and progress made thus far between the common chapter agencies was given during an informal EB session in August 2018. The four agency evaluation offices will also present to the Board(s) a Terms of Reference for the Common Chapter evaluative work at their annual sessions in June 2019.</p>	<p>Completed</p> 
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	EVALUATION	BPPS, IEO	<p><i>Para. 4</i> : Recalling decision 2017/12, notes with concern the quality of decentralized evaluations and encourages UNDP to work with the IEO to continue its efforts to improve the quality, strategic planning and prioritization of decentralized evaluations, as well as improving the implementation rate and reporting of management responses to the findings</p>	Update at next informal	<p>Since the last update, UNDP &amp; IEO continued their collaboration to support the quality of decentralized evaluations. In this regard, in '19 a total of 3 regional workshops covering the new decentralized eval. guidelines were held for M&amp;E officers of 4 regions (Europe &amp; CIS, Africa, Asia &amp; Pacific, &amp; Arab States). In addition, 4 webinars were held supporting the roll out of the new decentralized eval. guidelines. IEO finalized the design of a certified training for M&amp;E officers &amp; UNDP staff that will be rolled out in 2020. UNDP launched the development of a vetted roster of eval. experts in Nov.'19 which aims to assist in providing access for country offices to quality evaluators. The roster to become operational by summer 2020. The percentage of completed key actions has improved from '18, reaching 67 % for thematic evals, 72 % for ADRs/ICPEs &amp; 70 % for decentralised evaluations. As part of its oversight of decentralized evaluation under the evaluation policy, IEO reported in detail in the ARE 2019 the situation in planning, implementation</p>	<p>Completed and ongoing</p> 
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	<b>EVALUATION</b>	BPPS	<p><i>Para 5 . Calls on UNDP to continue progress on outstanding recommendations, including with regard to institutional effectiveness, and ensure they take both a risk-informed and result-based approach to implementing those recommendations, as well as to use evaluations as an evidence base for learning and improvement</i></p>	Update at next informal	<p>UNDP continues to strengthen its organizational reporting and learning through analysis of evaluation findings, capacity building and by enhancing its internal processes for follow-up and oversight.</p> <p>To learn lessons for the mid-term review of the SP, UNDP undertook the analysis of the 2018-2019 Independent Country Programme Evaluations (ICPEs) and lessons from Thematic Evaluations – particularly the LDC poverty evaluation. UNDP's senior management group (the Organisational Performance Group undertook an annual review of evaluation performance.</p>	Completed and ongoing 
<a href="#">2018/7: Report on results achieved by the United Nations Capital Development Fund in 2017</a>	<b>UNCDF</b>		N/A			
<a href="#">2018/8: United Nations Volunteers programme: Report of the Administrator</a>	<b>UNV</b>	UNV	<p><i>Para. 8 : Requests UNV to report annually to the Executive Board on the delivery of the UNV Strategic Framework</i></p>	Annual Session 2019	UNV will report annually to the Board and did so at the Annual Session 2019.	Completed 

<p><a href="#">2018/13: Reports of UNDP, UNFPA and UNOPS on internal audit and investigations and management responses</a></p>	<p><b>AUDIT</b></p>	<p>BMS, BPPS</p>	<p><i>Para. 3</i> : Recalls decision 2017/17, in which the Board expressed concern about recurring weaknesses for both UNDP and UNFPA related to programme management, procurement, governance and financial management, notes that similar challenges have been identified in the 2017 reports, and underscores the urgent need to intensify efforts to address these issues</p>	<p>Update at next informal</p>	<p>Monitoring and actions on these issues are ongoing through the top audit priorities presented to the EB.</p>	<p>Completed and ongoing</p> 
	<p><b>AUDIT</b></p>	<p>OAI</p>	<p><i>Para. 4</i> : Also recalls decision 2015/13 and the request by the Board for the offices of audit and investigation to provide a view on whether the resourcing of their function is appropriate, sufficient and effectively deployed to achieve the desired internal audit coverage</p>	<p>Update at next informal</p>	<p>DP/2019/23 Annual report of the OAI 2018, Para 10: "To provide assurance on governance, and risk management and control, the annual work plan of the Office for 2018 covered the appropriate combination of business units, functions and activities at the headquarters, regional and country levels; directly implemented projects; and grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria. Following review by the Audit and Evaluation Advisory Committee, the annual work plan for 2018 was approved by the Administrator."</p>	<p>Completed and ongoing</p> 


	<b>AUDIT</b>	OAI	<p><i>Para. 7:</i> Expresses continuing support for strengthening the internal audit and investigation functions of UNDP, takes note of the annual report of the Audit and Evaluation Advisory Committee, commends UNDP for raising its overall audit opinion to satisfactory, and asks the Office of Audit and Investigation to provide further supporting analysis for such opinions in future annual reports, including the impact of their own risk assessments as well as an analysis of how complaints are reported to the Office of Audit and Investigation</p>	Annual Session 2019	DP/2019/23 Annual report OAI Chapter X "Opinion" contains now "Supporting analysis for the opinion"	Completed and ongoing 
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	<b>AUDIT</b>	BMS	<i>Para. 8</i> : Requests UNDP to provide better comparative year-on-year information showing where losses incurred in one year are recovered in a subsequent year, and provide the Board with details, broken down by calendar year, of losses over prior years and cumulative recoveries to date against each year's losses by the second regular session 2018	Second Regular Session 2018	The report addressing cumulative recoveries was presented to the EB.	Completed 
	<b>AUDIT</b>	BMS	<i>Para. 9</i> : Requests UNDP to provide the Executive Board with an update on the implementation of a comprehensive anti-fraud strategy, including how this will be appropriately resourced from within UNDP, at the first regular session 2019	First Regular Session 2019	The anti-fraud strategy document was circulated for internal review and to key stakeholders in mid August.	Completed and ongoing 


	<b>AUDIT</b>	BMS	<i>Para. 10</i> : Recalls decision 2017/17 and while welcoming the organization's work on anti-fraud systems and processes and efforts to identify obstacles that are hindering recovery, notes with concern the low levels of defrauded funds recovered in 2017, and urges UNDP to do all it can to ensure the timely recovery of defrauded funds	Update at next informal	The report addressing lower levels of recoveries, and the reasons for such levels, was presented to the EB.	Completed 
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	<b>AUDIT</b>	OAI, BMS, UNCDF, UNV, UNOSSC	<p><i>Para. 11</i> : Encourages the Office of Audit and Investigation, building on the existing work and in collaboration with the Administrator and the heads of the associated entities – the United Nations Capital Development Fund, the United Nations Volunteers programme and the United Nations Office for South-South Cooperation – to ensure that each entity has appropriate oversight, monitoring and risk-management frameworks, in line with UNDP best practice, in particular its fiduciary, transparency and due diligence practices, and to update the Executive Board on this work at the second regular session 2018</p>	Second Regular Session 2018	<p>UNCDF, UNV and UNOSSC are part of the UNDP risk management process, which is an integral part of the annual planning process. A briefing note was also prepared and presented to the EB during an informal meeting on 23 Aug. 2018. UNCDF's Enterprise Risk Management Policy further elaborates on its risk management practices. A senior level Risk Management Group, provides oversight to organization's risk identification, management and mitigation measures and the information is shared with UNDP Risk Management Committee on a periodic basis.</p>	Completed and ongoing 
	<b>AUDIT</b>	OAI, ExO	<p><i>Para 12</i> : Also requests UNDP to focus efforts on improving investigation timelines, including related resourcing, noting the increasing number of cases due for investigation carried over from year to year</p>	Update at next informal	<p>In 2019 there was a significant increase in cases of alleged misconduct reported to UNDP. This continues to create an imbalance between resourcing and the caseload. The allocation of resources to the investigation function of UNDP, requires attention by UNDP in 2020.</p>	In Progress 





<p><a href="#">2018/14: Reports of the Ethics Offices of UNDP, UNFPA, and UNOPS</a></p>	<p><b>ETHICS</b></p>	<p>BMS, UNCDF, UNV, UNOSSC</p>	<p><i>Para. 3</i> : Requests the management of UNDP, UNFPA and UNOPS, in collaboration with their ethics offices as well as the heads of the United Nations Capital Development Fund, the United Nations Volunteers programme and the United Nations Office for South-South Cooperation, to ensure that programmes to strengthen ethical culture, including training, raising ethics awareness and protection against retaliation, and combat sexual harassment, are provided, and to provide an update of this work to the Board by its second regular session 2018</p>	<p>Second Regular Session 2018</p>	<p>There is an extensive outreach campaign on raising awareness on sexual harassment (SH) &amp; SEA; how to prevent such behaviors, mechanisms to report SH &amp; SEA; dealing with such cases; creating &amp; maintaining a workplace based on respect, freedom from fear &amp; any forms of harassment &amp; discrim; presentations, webinars, face-to-face mtgs; 2 mandatory on-line courses on harassment in the workplace &amp; on prev. of SEA; internal site on SH &amp; SEA; external site on SEA. On protection against retaliation, the policy has been updated to shorten review time &amp; permit interim protective measures during the prelim. review stage. Mandatory ethics training includes staff &amp; contractors. In-person ethics trainings &amp; requests for confidential advice &amp; guidance are at record highs. Also, UNCDF promotes outreach campaigns in these areas &amp; consults the ethics office on matters related to private sector engagement, bus. practices &amp; related issues &amp; is collaborates with UNDP on campaigns.</p>	<p>Completed and ongoing</p> 
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	<b>ETHICS</b>	ExO, BMS	<p><i>Para. 4</i> : Notes the importance of well supported and resourced ethics offices, and encourages the management of UNDP, UNFPA and UNOPS to consider further increases in staffing support, reflecting the increased needs of the organizations</p>	Update at next informal	<p>As authorized by management's increase to the UNDP Ethics Office staffing budget, In October 2019 the Office added a P-3 post. Staffing now stands at 1 Director, 1 P-5 professional and 1 P-3 professional as well as a G-6 Administrative Associate. A previously retained UNV resigned to take a position in another organization</p>	<p>Completed</p> 
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	ETHICS	BMS	<p><i>Para. 6</i> : Requests UNDP, UNFPA and UNOPS management, as required under the Secretary General's report on special measures for protection from sexual exploitation and abuse, to present their respective annual certification to the Executive Board at each annual session, to cover sexual exploitation and abuse, and sexual harassment, as appropriate, complementing and strengthening their existing reporting, &amp; to provide updates on progress made in that regard, including working with the United Nations Office of the Victims' Rights Advocate; and further urges UNDP, UNFPA and UNOPS to consider how to align reporting formats and content with other agencies, where appropriate</p>	Annual Session 2019	<p>To ensure an organization-wide response to SH &amp; SEA, each UNDP office is responsible for developing an Action Plan on the prevention &amp; protection from SH &amp; SEA. All Heads of Offices submitted an annual certificate to the Administrator on the impl. of these plans by Dec '19. The Administrator provided an annual mgmt letter to the UNDP Exec. Board &amp; the SG outlining UNDP's response to SH &amp; SEA in 2019. All Directors of Bureaus &amp; unit heads are also held accountable &amp; reported to the Administrator or Acting Assoc. Administrator on the achievement of the SH &amp; SEA-related indicators in their Annual Compacts for 2019. A specific indicator on creating a safe and inclusive environment for staff was included in all supervisors' 2019 annual performance reports.</p>	<p>Completed and ongoing</p> 
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	<b>ETHICS</b>	BMS	<p><i>Para. 7:</i> Encourages UNDP, UNFPA and UNOPS management to undertake, using existing resources under the integrated budget 2018-2021, an independent victim-centred review of their respective policies and processes on tackling both sexual exploitation and abuse and sexual harassment, to review the current practices of the three organizations and provide recommendations on both issues, and requests UNDP, UNFPA and UNOPS to present the review and associated management responses to the Executive Board at its annual session 2019</p>	Annual Session 2019	The independent review was presented at the Annual Session 2019.	Completed 
	<b>ETHICS</b>	Ethics Office	<p><i>Para. 8:</i> Requests the UNDP Ethics Office to report on the implementation of the new policy on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations in its 2019 report</p>	Annual Session 2019	Updates on protection against retaliation for reporting misconduct and for cooperating with audits and investigations were included in the annual report presented at the Annual Session.	Completed and ongoing 

## EXECUTIVE BOARD DECISION TRACKING TABLE: SECOND REGULAR SESSION 2018


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2018/16: Annual review of the financial situation, 2017 Status of regular resources funding commitments to UNDP and its funds and programmes for 2018 and onward</a>	FINANCIAL	BMS, ExO	<i>Para. 5</i> : Encourages UNDP to continue its efforts to ensure the effective use of resources and also continue to improve efficiency measures and cost savings	Update at next informal	Effectiveness and efficiency applies across the organization. UNDP reports on the management efficiency ratio through the IRRF.	Completed and ongoing 
	FINANCIAL	BERA, BMS	<i>Para.7</i> : Requests UNDP to review the format and content of the annual report on contributions by Member States and others to UNDP, and revenue projections for future years, in order to improve the quality of the structured funding dialogue, including by providing an overview of the funding in relation to funding requirements for the implementation of the Strategic Plan 2018-2021, taking into account both regular and other resources	Second Regular Session 2019	Report was revised to focus on the funding requirements for implementing the Strategic Plan 2018-2021, and issues raised at Structured Funding Dialogues , including mutual commitments made on the Funding Compact. The report contents have been aligned with those of UNFPA, UNICEF, and UN WOMEN. An Annex, on progress made by UNDP against entity-specific Funding Compact commitments, is included with the structured funding dialogue report.	Completed 


	<b>FINANCIAL</b>	BMS, BERA, BPPS, ExO	<i>Para. 8</i> : Welcomes the efforts of UNDP to align resources to results and encourages UNDP to further increase effectiveness, including reducing transaction costs, for raising resources and ensuring alignment of all resources with programmatic and institutional results as set out in the Strategic Plan, 2018-2021	Update at next informal	UNDP continued to drive organizational effectiveness, efficiency, transparency. During the structured funding formal and informal dialogues as well as the mid-term review of the Strategic Plan and the integrated budget, UNDP has shown the progress in aligning resources with results where flexible funding tends to correlate with higher-level development results and allows for fill funding gaps in critical areas of the strategic plan, like gender.	Completed 
	<b>FINANCIAL</b>	BERA, BMS	<i>Para. 9</i> : Further encourages UNDP to continue working jointly with UNFPA, UNICEF and UN-Women to improve collaboration on structured funding dialogues	Second Regular Session 2019	UNDP, UNFPA, UNICEF and UN Women continued to organize joint SFD informal and formal sessions. The four agencies also set up a task team and continued to regularly meet and work closely, including in harmonizing their approach and reporting as well as tackling common funding challenges, including through future joint sessions.	Completed and ongoing 



	<b>FINANCIAL</b>	ExO, BERA, BMS	<p><i>Para. 11</i> : Welcomes the commitment of UNDP, UNFPA and UNOPS, in close collaboration with the Secretary-General's transition team and other programmes, funds and specialized agencies, to implement General Assembly resolution 72/279 of 31 May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; also welcomes the updates provided with preliminary analysis of the financial and other implications of the resolution and requests UNDP to continue to engage with the Executive Board in this regard, providing regular updates as from 2019;</p>	In 2019	<p>On 3rd Sept 2019, under a joint segment, UNDP, UNFPA, UNOPS provided a formal update on the implementation of GA resolution 72/729 on the repositioning of the UNDS with a focus on the status of the Funding Compact. On 9 Dec 2019, during the Semi-annual informal meeting on Funding Compact with interested Member States, UNDP, on behalf of UNFPA, UNICEF, UN Women and UNDP, provided key updates on progress and challenges related to implementing the Funding Compact commitments.</p>	<p>Completed</p> 
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	<b>FINANCIAL</b>	BMS, ExO	<i>Para. 12</i> : Recalls decision 2018/5 and requests UNDP to double its contribution to the existing United Nations Sustainable Development Group (UNSDG) cost-sharing arrangement, in accordance with resolution 72/279, to deposit its 2019 contribution as soon as possible, taking into account the Secretary-General's implementation plan, in order to operationalize the new resident coordinator system from 1 January 2019, and to report on progress in this regard to the Executive Board at the annual session 2019	Annual Session 2019	As per the UNSDG-agreed methodology and in accordance with decision 2018/16 of the Executive Board, UNDP has doubled its contribution to the cost-sharing arrangement in support of the RC system. UNDP has signed the contribution agreement with the UN Secretariat for the cost-sharing arrangement and this payment was made before end 2018.	Completed 
	<b>FINANCIAL</b>	BMS, BERA, ExO	<i>Para. 13</i> : Requests that UNDP, as part of the UNSDG, collaborate with the Secretary-General's transition team to support the establishment of a system-wide approach to implementing all the funding modalities set out in resolution 72/279, including the levy, and to report to the Executive Board at the first regular session 2019	First Regular Session 2019	UNDP has disseminated guidance on implementing the levy across all levels of the organization, and has set up a helpdesk and identified respective focal points.	Completed 
	<b>FINANCIAL</b>	BMS, BERA, ExO	<i>Para. 14</i> : Requests that UNDP present clear, transparent information on its contribution to resident coordinator funding modalities to the Executive Board at the annual session 2019	Annual Session 2019	UNDP has doubled its cost sharing contribution to \$10.3 million.	Completed 







	<b>FINANCIAL</b>	BMS, BERA, BPPS, ExO	<i>Para. 15</i> : Calls on UNDP to review its planning, financing and results reporting processes to ensure effective joint collaboration in the context of the revitalized UNDAF, and to provide an update at the next session of the Executive Board on adjustments required	First Regular Session 2019	With regard to the results reporting process, UNDP renewed its Results Oriented Analysis Report (ROAR) system in 2018, which enabled all COs to analyze and report on the results against their UNDAF/CPD and the Strategic Plan. The structure of the new ROAR is aligned to the UNDAF reporting system (UN INFO) to allow automatic data transfer from the ROAR to UN INFO.	Completed and ongoing 
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<a href="#">2018/17: Evaluation of UNDP inter-agency pooled financing services, and management response</a> <a href="#">Evaluation of UNDP inter-agency operational services, and management response</a>	<b>FINANCIAL</b>	MPTFO, BMS	<p><i>Para. 4</i> : Further requests that UNDP, in accordance with the evaluation recommendations, take measures in collaboration with United Nations entities to ensure improved results focus, monitoring and support to ensure quality in implementation of programmes supported by pooled funding, including at the country level, and provide an update to the Board on measures to ensure capacities and performance as managing agent, as fund manager and as implementing organization.</p>	Tbc	<p>To ensure improved results, focus &amp; monitoring in inter-agency funds, the MPTFO is currently in the final stages of development and testing of its online platform, Gateway, with several new RBM-related features in both the Fund Mgmt System (fund level) &amp; the Grant Mgmt System (project level). Special features are aimed at communicating the results to all stakeholders. In '19, UNDP &amp; UNOCHA agreed that the managing agent function of UNDP for the 4 Country Based Pooled Funds would shift to UNOCHA as of 1 Jan. '20. This shift happened &amp; for all new NGO projects approved in '20 UNOCHA has received the transfers. UNDP is focusing on finalizing its managing agent responsibilities &amp; closing all related projects.</p>	<p>Completed and ongoing</p> 
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	<b>FINANCIAL</b>	MPTFO, BMS	<i>Para. 5</i> : Requests that the Multi-Partner Trust Fund (MPTF) Office expedite new procedures to review all fund proposals for compliance with relevant United Nations guidance on gender equality and empowerment of women	Tbc	New procedures developed. The PAC-review methodology of the establishment of each Fund now includes criteria on gender equality and empowerment of women.	Completed and ongoing 
	<b>FINANCIAL</b>	MPTFO, BMS	<i>Para. 6</i> : Takes note of recommendation 8 of the evaluation and the management response and requests the MPTF Office to convene periodic multi-stakeholder discussion forums to review progress and discuss trends in global financing and strategies on the way forward, strengthen partner engagement and reinforce the confidence of donors and partner organizations in the mechanism and its use	Tbc	First meeting multi-stakeholder discussion forum was held in January 2019; second meeting was held in July 2019. From 2020 onwards, at least one meeting will be held annually. For 2020 the multi-stakeholder forum was held virtually on 1 December 2020 and will be held annually thereafter.	Completed and ongoing 

	<b>FINANCIAL</b>	MPTFO, BMS	<i>Para. 7</i> : Further requests that the MPTF Office make information on new opportunities available at an early stage to all interested potential partners, including potential participating organizations, funding partners and host government institutions, as relevant for the individual initiatives	As relevant	The MPTFO has developed an outreach and partnership strategy where information on new initiatives is shared with the relevant partners. In addition, the new Gateway to be launched in 2020 will provide information, including through separate Fund pages, on all hard pipeline funds that have been cleared through the MPTFO quality assurance process for new funds.	Completed and ongoing 
	<b>OPERATIONS</b>	BMS/ExO	<i>Para. 12</i> : Urges UNDP to develop a clear vision refining its role vis-à-vis the United Nations development system reform to serve United Nations entities with improved customer orientation and quality of services	Tbc	The Customer Centric Service Platform Survey results were gathered and shared with relevant units for consideration in the enhancement of their customer-centric tools that are being developed. The Customer Centric Service Platform development has begun and well advanced with the functional areas of HR and ICT, the other functional areas will join the project as the first ones get completed.	Completed and ongoing 




	<b>OPERATIONS</b>	BMS, ExO	<i>Para. 13</i> : Also urges UNDP to develop a phased approach to invest in information and communication technology tools and systems improvements over the next five years and ensure that critical staff and an effective strategy are in place to harvest such investments	Dec. 2023	The IT Strategy was approved by the Executive Group and signed-off by the Administrator on 20 May 2020	Completed and ongoing 
	<b>OPERATIONS</b>	BMS, ExO	<i>Para. 15</i> : Requests UNDP to develop a transparent pricing system for its management and operational support services to United Nations entities, including to the new resident coordinator system	Tbc	The MOU was finalized in Dec 2018 and implemented beginning 1 Jan 2019.	Completed and ongoing 
	<b>OPERATIONS</b>	BMS, ExO	<i>Para. 16</i> : Further requests UNDP to promote shared integrated service arrangements with a view to harmonizing agency-specific business practices, processes and reporting, including resource planning systems, as part of the Business Innovation Group under the United Nations Sustainable Development Group, guided by the principles of complementarity and comparative advantage of United Nations entities.	Tbc	The BIG Project Team was ended in June and a final report was released indicating the progress made on each workstream as well as potential recommendations for the next steps. These workstreams include the following: Common premises; Global Shared Service Centres (GSSCs); Business Operations Strategies (BOS); Common Back Offices (CBO); and Enabling principles. More info and details on this can be provided separately.	Completed and ongoing 




<a href="#">2018/21: Joint report on cost recovery</a>	<b>FINANCIAL</b>	BMS, ExO	<p><i>Para. 5</i> : Requests UNDP and UNFPA, together with UNICEF and UN-Women, to jointly review existing cost definitions and classifications of activities and associated costs, with a view to further harmonize their approaches by determining common definitions of cost categories and corresponding activities and functions at a granular level, while taking into account the different business models of the individual agencies, which allows for a full understanding of each categories' composition, options for possible alignment of similar functions to the same cost classifications across agencies, and continues to provide a basis for comparisons among organizations as well as alignment with the strategic plans of the organizations, to be presented to the Executive Board for decision at its second regular session in 2019</p>	Second Regular Session 2019	Final comprehensive proposal was been shared with the Executive Board in advance of the formal discussion at the second regular session, 2020.	Completed 
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		BMS	<p><i>Para. 6</i> : Reaffirms, in this regard, the harmonized cost recovery policy endorsed by the Executive Board in its decision 2013/9, and requests UNDP and UNFPA, together with UNICEF and UN-Women, to present a preliminary comprehensive proposal on the cost recovery policy for consideration by the Executive Board at its first regular session in 2020, with a view to present a final comprehensive proposal for decision of the Executive Board at its second regular session in 2020</p>	<p>First Regular Session 2020 and Second Regular Session 2020</p>	<p>Final comprehensive proposal was shared with the Executive Board in advance of the formal discussion at the second regular session, 2020.</p>	<p>Completed</p> 
		BMS	<p><i>Para. 7</i>: Requests UNDP and UNFPA, together with UNICEF and UN-Women, to reduce the granting of waivers lowering the agreed cost-recovery rates and to provide an update on the steps taken in this regard, including on the application of waivers across their organizations, to the Executive Board at its annual session in 2019</p>	<p>Annual Session 2019</p>	<p>Work is progressing and a document and update was presented at the Annual Session 2019.</p>	<p>Completed and ongoing</p> 
		BMS	<p><i>Para. 8</i> : Requests UNDP and UNFPA, together with UNICEF and UN-Women, to review in a comprehensive manner cost-recovery rates, as part of the comprehensive proposal</p>	<p>First Regular Session 2020 and Second Regular Session 2020</p>	<p>Final comprehensive proposal was shared with the Executive Board in advance of the formal discussion at the second regular session, 2020.</p>	<p>Completed</p> 

		BMS	<i>Para. 9</i> : Requests UNDP and UNFPA, together with UNICEF and UN-Women, to present an assessment of the reasons why full cost recovery is not currently being achieved, as part of the comprehensive proposal	First Regular Session 2020	Final comprehensive proposal was shared with the Executive Board in advance of the formal discussion at the second regular session, 2020.	Completed 
<a href="#">2018/22: Working methods of the Executive Board</a>	<b>GOVERNANCE</b>	ExO-EBS, EB Bureau Members	<i>Para. 3</i> : Requests UNDP, UNFPA and UNOPS to submit draft decisions at least two weeks prior to the session so that the draft decisions are available at the pre-session, and strongly encourages the bureau to appoint, at that time, the facilitators for the respective draft decisions, in full respect to equitable regional representation, and in this regard strongly encourages Member States to provide their comments on draft decisions, if possible, prior to the start of the session, with a view to starting informal consultations on the draft decisions on the first day of the session	2 weeks before each session	UNDP now provides draft decisions 4 weeks prior to the session, following subsequent EB decision 2019/16. It is also working with the Bureau in earlier identification of facilitators. There is also now a calendar of informals on decisions being managed by the office of the EB President during which some informals are scheduled on the first day of the session or as early as possible, based on Member State requests.	Completed 



	<b>GOVERNANCE</b>	ExO-EBS, EB Bureau Members	<i>Para. 4</i> : Requests UNDP, UNFPA and UNOPS and their membership to make efforts to start all meetings, informal consultations and negotiations on time and ensure that meetings, informal consultations and negotiations are planned during United Nations working hours and avoid parallel consultations, to better facilitate the effective and constructive participation of all Member States in the work of the Board	In general	The agencies will make all efforts to start meetings on time, during working hours unless at the request of Member States, and they are avoiding parallel consultations.	Completed 
	<b>GOVERNANCE</b>	ExO-EBS	<i>Para. 5</i> : Also requests that the secretariat of the Executive Board of UNDP, UNFPA and UNOPS identify a set of common agenda items, together with UNICEF, UN-Women and WFP, with a view to harmonize the consideration of those agenda items with these agencies, beginning from the first regular session 2019 onwards	First Regular Session 2019	The secretariats jointly identified a set of common agenda items and these were presented to their respective EB Bureau in Dec. 2018.	Completed 
	<b>GOVERNANCE</b>	ExO-EBS	<i>Para. 6</i> : Further requests the secretariat of the Executive Board of UNDP, UNFPA and UNOPS to develop, in consultation with UNICEF and UN Women, a joint online calendar of all Board meetings, to be updated in real time and made available to the Executive Board	Tbc	A joint online calendar was developed and went live in Jan. 2019.	Completed 

	<b>GOVERNANCE</b>	ExO, relevant units	<i>Para. 7</i> : Requests UNDP, UNFPA and UNOPS management to provide a written response to questions raised at informal consultations before the start of the following formal sessions	As relevant	The agencies are making all efforts to provide written responses to questions raised at informals prior to the formal sessions.	Completed and ongoing 
	<b>GOVERNANCE</b>	ExO, relevant units	<i>Para. 8</i> : Requests UNDP, UNFPA and UNOPS to continue to enhance documentation in order to make it more strategic and analytical, and to include best practices, actions being taken to address lessons learned, challenges and risks, building on the interactions with the Board, as appropriate	As relevant	The agencies will continue to enhance documentation to make it more strategic and analytical, including best practices, lessons learned, building on interactions with the Board as relevant.	Completed and ongoing 
	<b>GOVERNANCE</b>	ExO-EBS	<i>Para. 9</i> : Requests UNDP, UNFPA and UNOPS to further enhance accessibility and ensure that Executive Board documents' file names are clearly spelled out and indicate the documents' content, that these documents can be downloaded in their entirety by agency and that they include full text searchability	Tbc	The agencies will continue to make sure documents are easily accessible and searchable, and as of the Annual Session 2019, all UNDP & UNOPS documents are now able to be downloaded in their entirety.	Completed 

	<b>GOVERNANCE</b>	ExO-EBS, EB Bureau Members	<i>Para. 10</i> : Requests UNDP, UNFPA and UNOPS to engage with the Executive Board, and with UNICEF, UN-Women and WFP, on the efficient and effective implementation of the guidelines for Executive Board field visits and reporting requirements	In general	The agencies will continue to engage with the Board on the implementation of the field visit guidelines, including reporting, and may be further discussed as per the working methods discussions amongst Member States.	Completed and ongoing 
	<b>GOVERNANCE</b>	ExO, EB Bureau Members	<i>Para. 11</i> : Requests UNDP, UNFPA and UNOPS and their bureau to give due consideration to gender balance in panels for all meetings	In general	Due consideration to gender balance will continue to be a strong focus for the agencies.	Completed and ongoing 
	<b>GOVERNANCE</b>	EB Bureau Members	<i>Para. 12</i> : Requests the Bureau of UNDP, UNFPA and UNOPS, in collaboration with the Bureaux of UNICEF, UN-Women, and WFP, to launch a joint consultative process with Member States starting at the first regular session 2019, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Boards, building on the joint response prepared by the Secretariats	First Regular Session 2019	Member States put together a 'Core Group' to take this consultative initiative with Member States forward and a 'written account' of the Core Group was delivered at the Annual Session 2019.	Completed 