



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

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**Annual session 2022**

6 to 10 June 2022, New York

Item 1 of the provisional agenda

**Organizational matters**

**Report of the first regular session 2022  
(31 January to 4 February 2022, New York)**

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## I. Organizational matters

1. The first regular session 2022 of the Executive Board of UNDP, UNFPA and UNOPS was held virtually for the seventh time, on an exceptional basis, owing to the continued COVID-19 pandemic, from 31 January to 4 February 2022. The newly elected President of the Board welcomed delegations and thanked the outgoing President and Vice-Presidents for their leadership and commitment to the work of the Board in 2021. She congratulated the new members of the Bureau on their election.

2. In accordance with rule 7 of the rules of procedure of the Executive Board, the Board elected the following members of the Bureau for 2022:

President:	H.E. Ms. Yoka Brandt	(The Netherlands)
Vice-President	H.E. Mr. Martin Kimani	(Kenya)
Vice-President:	H.E. Ms. Alya Al-Thani	(Qatar)
Vice-President:	H.E. Mr. José Manuel Rodríguez Cuadros	(Peru)
Vice-President:	H.E. Mr. Sergiy Kyslytsya	(Ukraine)

3. The Executive Board approved the agenda and workplan for its first regular session 2022 (DP/2022/L.1) and approved the report of the second regular session 2021 (DP/2022/1). The Board adopted the annual workplan for 2022 (DP/2022/CRP.1) and approved the tentative workplan for the annual session 2022.

4. Decisions adopted by the Executive Board in 2021 appeared in document DP/2022/2, which was available on the [Executive Board website](#).

5. The Executive Board agreed in decision 2022/6 to the following schedule for future sessions of the Executive Board in 2022:

Annual session 2022	6 to 10 June 2022 (New York)
Second regular session 2022	29 August to 2 September 2022

### Statement by the President of the Board

6. The President highlighted the importance of the 2021 adoption of the UNDP, UNFPA and UNOPS strategic plans, 2022-2025. In 2022, the Bureau would engage the organizations to deliver even better and directly with staff at country and regional level through, for example, field visits in-person or virtually. Stressing the global stronghold of COVID-19, she commended United Nations staff for their work and resilience. With the launch of the new strategic plans in 2022, the Board would monitor their coordinated implementation for collective results to deliver on the Sustainable Development Goals, building on the pandemic's lesson that country-level collaboration constituted the foundation for transformative results. The Bureau aimed to step up collaboration with the bureaux of the Boards of the other funds and programmes on cross-border harmonization and issues of mutual interest. She looked forward to working with colleagues to ensure the Board exercised its oversight responsibilities efficiently and effectively.

7. Following the President's opening remarks, a delegation requested that future sessions of the Board, beginning with the annual session 2022, follow an 'in-person format'.

### Joint segment

## II. Recommendations of the Board of Auditors

8. The Director, Bureau for Management Services, UNDP, introduced the UNDP report on the implementation of the recommendations of the Board of Auditors, 2020 (DP/2022/3). The Deputy Executive Director (Management), UNFPA, introduced the UNFPA report on the implementation

of the recommendations of the Board of Auditors, 2019 (DP/FPA/2022/2). The Chief Financial Officer and Director of Administration, UNOPS, introduced the UNOPS report on the implementation of the recommendations of the Board of Auditors, 2020 (DP/OPS/2022/1). Also tabled was the report on the implementation of the recommendations of the Board of Auditors, 2020 for the United Nations Capital Development Fund (UNCDF) (DP/2022/4).

#### *UNDP*

9. Delegations welcomed UNDP progress in its top seven audit-related priorities and recognized 2020 marked 16 consecutive years UNDP received unqualified audit opinions. They noted efforts to implement previous recommendations and encouraged UNDP to continue implementing outstanding recommendations. They commended UNDP strengthening of its digital procurement practices by rolling out its procurement planning platform, demonstrating its commitment to transparency and integrity. Though UNDP commitment to and progress in risk management was encouraging, delegations saw room for improvement, such as requiring regional bureaux to include risk management in performance tracking systems. They welcomed efforts to improve implementation of the harmonized approach to cash transfers (HACT) in country offices, and were pleased that UNDP used a strategic, risk-based approach in response to the Board of Auditors' report. Noting weaknesses in non-compliance with internal control requirements, procurement, management, and enterprise resource management, they encouraged UNDP to take a holistic approach to address weaknesses and include information in its reporting on actions.

#### *UNCDF*

10. Delegations welcomed UNCDF progress in its top seven audit-related priorities for 2018-2019 and its unqualified audit opinion for 2020. They encouraged management to continue to build on that achievement and prioritize transparency and accountability. Recognizing UNCDF had effectively addressed one of nine recommendations, had fully implemented all 23 outstanding audit recommendations from 2019 and previous years, and did not have any recurring audit issues, they expressed appreciation for leadership's and staff's dedication. They encouraged management to continue to fully address all pending current recommendations in a timely manner. Recognizing UNCDF did not benefit from UNDP dashboards or reports to monitor compliance with internal controls, they encouraged UNCDF to leverage UNDP systems and reporting mechanisms.

#### *UNFPA*

11. Delegations welcomed the continued UNFPA focus on implementing the Board of Auditors recommendations and encouraged their swift implementation. They noted the Fund's strong financial management despite recent challenges and declining revenue since 2019-2020. They appreciated the challenges UNFPA faced in strengthening the monitoring of its assurance activities but expressed concern that weakened monitoring could have a negative effect on programme delivery. Recognizing that – in response to a 2017 recommendation – UNFPA was developing an enterprise risk management (ERM) policy that included a revision of the risk management framework, they urged UNFPA to complete the draft policy and implement the risk management package along with an implementation timetable. On long-term agreements, they sought assurances that UNFPA was on track in conducting its 2021 vendor assessment and would report to suppliers by 31 March 2022. They also asked if UNFPA had deployed its tool to monitor performance of long-term agreements for non-core commodities. Noting recurrent findings that some UNFPA implementing partners had limited organizational capacities, they sought clarity on how UNFPA ensured its engagement with implementing partners, contributed to strengthening capacities, and helped them carry out their work. Noting that the majority of audit recommendations related to procurement and inventory control and proposed actions for improvement related largely to the new ERP system, they asked about the status of UNFPA actions and when the ERP system would be ready.

*UNOPS*

12. Delegations welcomed UNOPS progress in its top audit-related priorities encouraged full implementation of all recommendations. They commended UNOPS positive Multilateral Organisation Performance Assessment Network (MOPAN) assessment and noted UNOPS total reserves more than doubled in five years. They appreciated UNOPS commitment to lower management fees, addressing an Advisory Committee on Administrative and Budgetary Questions (ACABQ) recommendation, and asked when the reduction would be effective. Given the ACABQ assessment that UNOPS' overly conservative approach to budgeting had led to high unspent balances and a compounded accumulation of reserves, they asked if the reduction in management fees had led to a commensurate reduction in unspent balances and growing reserves. They also noted that ACABQ stressed the provision of rebates should extend to all United Nations entities. They expressed concern with the lack of investment diversification in S3i projects and S3i affiliation with a single private holding group. They asked if UNOPS was aware of any defaults, in addition to those mentioned, since the report's issuance. Noting the Board of Auditors report detailed cases of inadequate monitoring of S3i initiative investments, they asked how UNOPS had strengthened monitoring. They encouraged UNOPS to apply its high financial management standards to S3i projects. They also expressed concern with weaknesses reported in S3i projects' risk exposure and the expected credit loss of \$22.19 million, and encouraged UNOPS to improve how it measured and controlled risks and exposure.

13. In response, the Director, Bureau for Management Services, UNDP, said that in late 2021 UNDP had rolled out enhanced guidance on conducting risk assessments to strengthen its overall risk posture. The UNDP regional offices also played a critical role in risk management and UNDP was working to strengthen its corporate accountability framework overall, together with improvements to its risk management framework, on which it would report in 2022.

14. The Deputy Executive Director (Management), UNFPA, underscored that UNFPA monitoring and assurance activities were extensive; although at 84 per cent UNFPA slightly missed its high coverage target, the remaining assurance activities were conducted in the following months with no material findings. UNFPA had intensified and advanced its assurance activities, including by introducing early audits for selected partners during the fourth quarter of 2021 and conducting selected spot checks ahead of their planned schedule. UNFPA was also on track and on time in conducting its vendor assessment. On implementing partners' capacity, he noted that UNFPA conducted in-depth micro-assessments at the outset of operations to identify weaknesses in controls and to set risk ratings.

15. The Chief Financial Officer and Director of Administration, UNOPS, said S3i is a bold, risk-oriented initiative endorsed by the Board to support the 2030 Agenda. S3i used a platform approach to increase UNOPS impact in different countries and for a wide geographical scope. UNOPS chose to partner with one entity to ensure quick implementation of the project. As such, UNOPS signed different agreements with a single partner linked to different projects and geographies where UNOPS sought to operate. She affirmed that UNOPS received payment in 2021 for the interest portion of the amounts under provision. The amounts referred to were not yet written off and UNOPS was actively working to obtain full reimbursement. Regarding other loans with the same partner, all payments due were received in 2021. UNOPS was committed to implementing the recommendations on monitoring. In 2021, the UNOPS Helsinki office, set up to spearhead S3i, recruited over 10 experts in different fields and appointed a new Chief Executive, ad interim, to implement S3i and monitor partners. Furthermore, different corporate offices were helping S3i to manage UNOPS relationship with the single partner. And in mid-2021, UNOPS set up an advisory group for investments to advise S3i on investment and monitoring of joint projects.

16. The Executive Director, UNCDF, highlighted that UNCDF had received an unqualified opinion from the Board of Auditors for 2020, the ninth consecutive year of unqualified opinions since UNCDF began presenting its own financial statements. He underscored the relationship with

the German Supreme Auditing Institution and its constructive comments, including on improving operations, which UNCDF would implement in 2022.

17. The Board adopted decision 2022/1 on the reports of UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2020.

### **III. Follow-up to UNAIDS Programme Coordinating Board meeting**

18. The Director, Bureau for Policy and Programme Support, UNDP, and the UNFPA Deputy Executive Director (Programme) gave a presentation on the joint UNDP and UNFPA report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS) (DP-FPA/2022/1), which was followed by remarks by the Deputy Executive Director, ad interim, UNAIDS.

19. A group of delegations welcomed UNAIDS attaining several milestones and establishing a solid programme of work. They commended UNDP and UNFPA for their joint work addressing the results areas in the Unified Budget Results and Accountability Framework (UBRAF) and focus on leaving no one behind. They encouraged them to continue working with the UNAIDS Secretariat and others to ensure an improved HIV coordination response. The group highlighted that UNDP and UNFPA should focus on scaling up combination HIV prevention, comprehensive sexuality education, and access to sexual and reproductive health and rights services. Fostering resilient high-quality health systems was needed that provided vital services, HIV immunization, sexual and reproductive health, antenatal care, and child and adolescent health, as was greater integration of HIV in universal health coverage and health system programmes at country level. In addition, tailored combination HIV prevention approaches were needed to meet the needs of key populations and ensure equitable access to services, using UNDP data collection to assess key population needs and improve access to prevention services. UNFPA and UNDP were encouraged to strengthen this work while addressing barriers and promoting rights-based policies and responding to gender-based violence.

20. In individual interventions, delegations recognized the important UNDP and UNFPA roles in reaching the ambitious targets and societal enablers in the global UNAIDS strategy, 2021-2026, and the 2021 United Nations Political Declaration on HIV and AIDS. They recognized UNFPA and UNDP efforts to address laws and policies that perpetuate stigma and discrimination of vulnerable populations and supported UNFPA strengthening of HIV integration in comprehensive sexual and reproductive health and rights programming. They appreciated UNAIDS co-sponsors' contributions to UBRAF outputs and expected specificity in the milestones (including the indicator matrix) at the 50<sup>th</sup> Programme Coordinating Board meeting. It was noted that despite significant regional disparities, Sub-Saharan Africa remained most affected by HIV and the COVID-19 pandemic. They called for increased international cooperation and solidarity to fight HIV and COVID-19, address inequalities and ensure equal, equitable access to treatment. In addition, youth had to be involved in the response and recovery from HIV and COVID-19. Discriminatory laws and policies that affected the lesbian, gay, bisexual, transgender, queer community and its access to health care would be addressed at the Safe To Be Me conference in summer 2022. The conference would bring together Governments, businesses, civil society, and international parliamentarians to secure new commitments.

21. In response, the UNFPA Deputy Executive Director (Programme) said feedback from the Board was crucial in helping UNFPA focus its assistance where needed. Regarding youth, women and girls, UNFPA was focused on its adolescent and youth strategy – My Body, My Life, My Work – to increase its level of assistance at country level. That strategy worked in parallel with the UNFPA comprehensive sexual and reproductive health and rights package for youth and adolescent in scaling up work and strengthening health systems, focused on the most vulnerable groups, including key populations. Crucial to those efforts was the Fund's joint work with UNDP on population data.

22. The Director, Bureau for Policy and Programme Support, UNDP, said UNDP and UNFPA work on HIV was part of eradicating poverty and achieving the Goals. UNDP and UNFPA advocacy aimed to increase investments to scale up and expand HIV combination prevention and help countries balance funding and programmes while strengthening legal and policy environments to ensure laws and policies reduced HIV risk. That included work to remove discrimination from legal frameworks and support HIV integration in national policies/planning and gender-based violence in national HIV strategies, policies and programmes. UNDP and UNFPA catalysed action across sectors to address the gender dimensions of the AIDS epidemic, including through the Spotlight Initiative and the Global Partnership for Action to Eliminate All Forms of HIV-related Stigma and Discrimination.

23. The UNAIDS Deputy Executive Director, ad interim, underscored the importance of tackling HIV via intersectionalities such as inequalities, structural barriers, sexual reproductive health and rights. UNDP and UNFPA were critical in those efforts addressing the needs of young adolescent girls, young people, and key populations, advocating for change of laws and policies and working to regain losses of the previous decade, including due to COVID-19, applying lessons from HIV to the current and future pandemics. The UBRAF indicator matrix was likewise critical in directing UNFPA and UNDP work to where it mattered most.

24. The Executive Board took note of the joint UNDP and UNFPA report on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS (DP-FPA/2022/1).

#### **IV. Protection against sexual exploitation and abuse and sexual harassment**

25. The Deputy Executive Director (Management), UNFPA, the Director, Bureau of Management, UNDP, and the Chief Financial Officer and Director of Administration, UNOPS, provided verbal updates on their organizations' protection against sexual exploitation and abuse and sexual harassment, including within the COVID-19 pandemic context.

26. A group of delegations commended UNDP, UNFPA and UNOPS leadership and commitment to protecting and responding to sexual exploitation and abuse and sexual harassment. They noted broad progress at all levels and welcomed efforts to address risk and cull lessons to create prevention and response systems and procedures in the spirit of zero tolerance. They drew attention to three core elements: the responsibility of implementing partners; transparent, safe, accountable reporting; and support to victims and survivors. Recognizing the importance of proactive, visible United Nations leadership, they commended the UNFPA Executive Director for her role as Inter-Agency Standing Committee Champion on Protection from Sexual Exploitation and Abuse and Sexual Harassment. They highlighted the importance of strengthening interagency collaboration, particularly at country level and recommended close cooperation with the United Nations Office of the Special Coordinator on improving the United Nations response.

27. The group recognized the steps to operationalize the United Nations Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse with implementing partners and stressed that the capacity assessment for protection against sexual exploitation and abuse and sexual harassment for implementing partners was an important tool that assured partners' organizational capacities. They reiterated the importance of reporting all allegations through the Secretary-General's reporting mechanism and the annual protection against sexual exploitation and abuse and sexual harassment reporting mechanisms. They highlighted the need for timely, thorough victim/survivor-centred investigations. They recognized that UNDP had developed an internal standard operating procedure for victims and survivors and were keen for UNFPA and UNOPS to adopt similar tools. They welcomed the steps to operationalize improvements in risk analysis, mitigation, and community-based complaints mechanisms.

28. In individual interventions, delegations said Member States and the United Nations had a responsibility to strengthen policies that protect United Nations staff and the communities they serve through strategies that address underreporting and ensure effective review of allegations, including safe victim/survivor-centred investigations. Progress on the human rights front needed to be consolidated, focusing on punishing perpetrators and protecting victims. They supported the expanded application of clear checks to prevent rehiring of perpetrators, welcomed UNDP screening of broader categories of staff through the database, and encouraged the organizations to explore use of clear checks for implementing partners to ensure comprehensive screening in humanitarian and development sectors. They looked forward to working with UNFPA to make additional progress through effective prioritization of protection of sexual exploitation and abuse when implementing its Strategic Plan, 2022-2025. They were encouraged by the intention of UNOPS to integrate protection of sexual exploitation and abuse prevention in its project design implementation and site inspections. And they supported UNOPS offices' incorporation of protection of sexual exploitation and abuse in financial planning and contractual agreements with the private sector. They stressed that all stakeholders were responsible for meaningful progress in addressing the underlying drivers of sexual exploitation and abuse, including gender inequality and discrimination, abuse of power, and other conditions that enable gender-based violence.

29. In response, the Director, Bureau of Management, UNDP, said UNDP addressed sexual exploitation and abuse and sexual harassment as a priority in its Strategic Plan, 2022-2025. UNDP supported Member States' call for long-term approaches that allowed it to ensure a consistent multi-year approach and make adjustments based on priorities. On its work with implementing partners, UNDP implementation of the United Nations protocol was ongoing; its project documents and other related agreements detailed its sexual exploitation and abuse standards, which were in line with the protocol. UNDP had set up a dedicated task team to support its country offices' engagement with implementing partners and was updating its guidelines to reflect the protocol in close partnership with United Nations organizations. UNDP conducted clear check verification for all implementing partners, which it was expanding to all recruitments and broadening to cover other contractual modalities. On underlying causes, UNDP worked actively on gender-based violence and gender equality issues as one of its key programmatic priorities.

30. The UNFPA Deputy Executive Director (Management) said prevention of sexual exploitation and abuse and sexual harassment was integral to the UNFPA Strategic Plan, 2022-2025. UNFPA used its leadership performance exercise to help ensure management met the required standards. To present the annual certifications to the Board, managers had to confirm they implemented their responsibilities at country level, in line with the UNFPA global action plan. Additional indicators would be included in 2022 to track oversight over implementing partners; and UNFPA continued to operationalize the United Nations protocol. To date, 60 per cent of implementing partners had been assessed. UNFPA was working with other United Nations organizations through the interagency implementing partners task force, which in 2022 would prioritize a joint approach to boost investigation capacities. Management guidance on preventing and responding to sexual harassment, including victims' assistance, included a resource packet for victims. At all levels, managers received mandatory training. UNFPA was the leader in addressing gender-based violence and the go-to place for victim's assistance at country level, in partnership with the United Nations Office of the Victims Rights Advocate.

31. The Chief Financial Officer and Director of Administration, UNOPS, said UNOPS enforced mandatory performance objectives for all managers as part of its gender parity priority. That included fostering an enabling, inclusive working environment promoting diversity and upholding zero tolerance, and a Speak-Up culture. UNOPS was implementing the United Nations protocol on implementing partners. UNOPS proactively addressed allegations of sexual exploitation and abuse and sexual harassment by personnel and implementing partners, ensuring they were investigated and referred to the Vendor Review Committee if necessary; and victims received treatment. Senior UNOPS leaders were required to annually confirm their areas of responsibility were in full compliance with sexual exploitation and abuse protocols, and all personnel were

screened through the clear checks process, regardless of contract type. The internal audit investigation report's standard operating procedures for handling sexual exploitation and abuse and sexual harassment cases, including victim support, was currently being updated. Given the rise in domestic and gender-based violence, UNOPS developed guidance on supporting victims and ensuring access to expertise, including referrals to external resources.

32. The Executive Board adopted decision 2022/2 on protection against sexual exploitation and abuse and sexual harassment.

## **UNDP segment**

### **Statement by the Administrator and interactive dialogue**

33. In his opening remarks ([available on the UNDP website](#)), the UNDP Administrator highlighted the dichotomy of the global development situation where harsh realities cohabited with reason for hope. To bend the curve towards societies that flourish, the international community, including UNDP, needed to do three things well: (a) transition to a recovery from COVID-19 that made the world more equal, not less equal; (b) enable transformation to take root even in the midst of conflict, crisis and fragility; and (c) adapt/prepare more intentionally for a decarbonized, digital future. Those three challenges – reflected in the three directions of change of the UNDP Strategic Plan, 2022-2025, to leave no one behind, build resilience, and drive structural transformation – shaped the immediate next steps for UNDP. The #FutureSmartUNDP offered the benchmark for success.

34. In transitioning to recovery from COVID-19 and making the world more equal, UNDP and partners were engaging countries and communities to ensure access to vaccines and finance, while continuing a systemic push towards equality. That included realizing the World Health Organization (WHO) target to vaccinate at least 70 per cent of the global population in 2022. At global level, as part of the UNDP Data Futures Platform, UNDP, WHO and the University of Oxford created the Global Dashboard for Vaccine Equity, giving policymakers the tools to realize the vaccine's potential to drive socioeconomic recovery. On finance, UNDP helped Governments set up integrated financing strategies, using its technical lead of the United Nations COVID-19 socioeconomic response to find ways to finance countries' recovery plans. And UNDP was playing a catalytic role promoting public-private sector resource alignment for the Goals through tools such as investor maps and the new Insurance and Risk Finance Facility.

35. On the humanitarian front, UNDP sought to build a #FuturesSmartUNDP that was more anticipatory and preventive in crisis engagement and more agile and risk-informed in recovery response, focused on long-term rebuilding of social cohesion and sustaining peace. UNDP was working closely with United Nations organizations to complement humanitarian aid, as part of the humanitarian-development-peace nexus and the Humanitarian Response Plan, creating stabilization programmes. Working at the humanitarian-development-peace intersection, UNDP programmes aimed to break the cycle of poverty and conflict by addressing the underlying causes of instability and unlocking the socioeconomic promise.

36. On climate, UNDP was working together with financing partners at country level through the UNDP Climate Promise, which supported 84 per cent of developing countries' nationally determined contributions (NDCs) ahead of the 2021 Climate Change Conference. Looking ahead, UNDP was focused on turning pledges into impact, using NDCs as sovereign investment plans for sustainable development and climate action. At home, the UNDP Greening Moonshot strategy aimed to reduce its carbon footprint by 50 per cent by 2050 while continuing its drive to be a digitally native organization, in line with its new digital strategy, 2022-2025. Through it, UNDP was helping countries develop inclusive, ethical, sustainable digital societies. At the heart of the strategy was the new UNDP enterprise resource planning platform, Quantum.



37. As the new Strategic Plan began in 2022, UNDP continued to focus on leaving no one behind, building resilience, and driving structural transformation. COVID-19 lessons showed UNDP responded rapidly and effectively, reaffirming its track record in supporting country capacities to manage crises and risks. Similarly, the mid-term evaluation of the accelerator labs indicated UNDP had become more agile, as it continued to invest in thought leadership to drive development thinking and action through, for example, its gender social norms index and its Data Futures Platform. On reform, UNDP had successfully navigated the complexities of repositioning and devoted significant resources/expertise to the reinvigorated resident coordinator system. And it continued to service United Nations organizations through its Global Shared Services Centre, striving to optimize processes and systems for stability and efficiency of clustered services.

38. Looking ahead, UNDP sought deeper collaboration with its partners, including on development finance and digitalization – the Strategic Plan’s two enablers – through the commitment to multilateralism under Our Common Agenda. To realize its vision, UNDP together with its partners would focus on how it *programmed* – planning, aligning and managing groups of projects as portfolios and getting partners to invest differently; how it *partnered* – developing the processes, skills and legal instruments to become a catalytic organization for partners; and how it was *funded* – compelling partners to fund UNDP not on a project basis but at the integrated level of its country programmes.

39. A group of delegations underscored that UNDP was a trusted, reliable partner that played a crucial role driving forward the common endeavor to achieve the Sustainable Development Goals, ensuring no one is left behind, especially in crises such as the COVID-19 pandemic. The new Strategic Plan would enable UNDP to continue to support countries in achieving the Goals and responding to COVID-19. UNDP investments in innovative approaches were strengthening its support to partners in responding to complex development challenges. They called on UNDP to implement the new Strategic Plan in the spirit of United Nations reform, strengthening collaboration between United Nations Sustainable Development Group organizations, and demonstrating joint United Nations impact through integrated resources and results frameworks. UNDP together with partners was well positioned to eradicate poverty and hunger in all its forms, reverse the consequences of climate change, ensure equal and affordable access to COVID-19 vaccines, scale up investment in least developed countries (LDCs), and enhance its work through its six signature solutions and three enablers.

40. A second group of delegations underscored that the principal objective of the United Nations development system was to ensure effective support to national Governments in achieving the 2030 Agenda. United Nations development system entities should continue to support nationally determined priorities in achieving the Goals. The group encouraged UNDP to focus on: (a) realizing vaccine equity; (b) generating adequate financial resources to stimulate economic recovery in developing countries; (c) promoting universal access to social protection to save lives and livelihoods; (d) mobilizing adequate investment in quality, reliable, sustainable, resilient infrastructure in energy, communication, transport and technology; (e) implementing the Paris Agreement and Glasgow Climate Pact and adherence to the principle of equity and common but differentiated responsibilities and capabilities. They encouraged continued UNDP support to helping countries access Global Environment Fund and the Green Climate Fund resources.

41. A third group of delegations stressed that the strategic plans of UNDP, UNFPA, the United Nations Children’s Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) provided a blueprint for a stronger, more impactful United Nations development system positioned to lead collective efforts to deliver system-wide results for greater coherence, efficiency and effectiveness to realize the 2030 Agenda. They encouraged United Nations organizations to redouble joint planning, implementation, reporting and monitoring processes. The strategic plans should translate into operational and programmatic documents in line with the Cooperation Frameworks, informed by the common country assessment, to strengthen the United Nations value proposition and joint impact, working through a coherent, coordinated United Nations country team under empowered resident coordinator

leadership, including full adherence to a matrixed dual reporting model. They called on the United Nations system to share knowledge and best practices on partnerships to improve transparency, coherence, due diligence, accountability and impact, using the 2020 quadrennial review monitoring and reporting framework as guidance to deliver on commitments and report on common indicators. The organizations should report in a more harmonized manner on results jointly achieved based on the common and complementary indicators. Joint meetings of the Boards gave United Nations organizations the opportunity to share approaches for accelerated, system-wide, integrated, collective action on the 2030 Agenda; broad United Nations system participation was encouraged in upcoming joint meetings. They expected the organizations to develop programming based on collective outcomes informed by conflict-sensitive and gender and climate-responsive analyses.

42. A fourth group of delegations looked forward to the new UNDP gender equality strategy in 2022. The strategy should be bold, forward-looking, gender-transformative, and firmly based on interagency cooperation. It should identify and address the underlying causes of gender inequality and target the financing gap from which gender-related activities suffered. The strategy should be well-tuned to trends and the development landscape, and set out how UNDP would work with other United Nations organizations to contribute to a system-wide approach to achieve Goal 5. They called on UNDP to strengthen joint work with UN-Women and other stakeholders inside and outside the United Nations, systematically strengthen its gender architecture across regions, focused on crisis settings, position gender-responsive programming in peacebuilding and conflict prevention work, and ensure UNDP gender teams worked through the Climate Promise to reflect women's and girls' voices in programming. Adequate investments and resources were needed to match the strategy's ambition and reach the target of allocating 15 per cent of financial expenditures to initiatives that had gender equality and/or women's empowerment as their primary objective.

43. A fifth group of delegations said a tailored United Nations system response was needed to address the unique burdens of small island developing states (SIDS). In their workplans at global, regional and country levels, United Nations entities should align with the 2020 quadrennial review guidance on assessing the SIDS in light of full implementation of the 2030 Agenda and the Goals, with the understanding that the SIDS Accelerated Modalities of Action (SAMOA) Pathway held the blueprint for the SIDS future. As such, United Nations entities' climate plans for SIDS were crucial given their particular vulnerability to the climate crisis. The SIDS were engaged actively in the multi-country office review process to ensure their needs were met through the repositioning of assets and personnel on the ground. SIDS also required better access to development financing. United Nations entities should therefore be prepared for the next SIDS 'blueprint' to be adopted at the Fourth International Conference on SIDS in 2024.

44. In individual interventions, delegations welcomed the UNDP commitment to strengthening multilateralism and pursuing decarbonization and digitalization as innovative drivers of the 2030 Agenda and the Goals. UNDP technical expertise was also crucial in supporting countries climate response through the Climate Promise. Attention was drawn to the critical work of UNDP in supporting democratic institutions and strengthening rule of law programming. UNDP was encouraged to expand the use of digital platforms in its governance programming, focused on ever greater inclusivity. UNDP was also encouraged to continue developing its conflict prevention offer and contribution to reinforcing system-wide efforts in that area through Cooperation Frameworks and country programmes.

45. In response, the Administrator assured the Board that eradication of poverty remained the bedrock of the UNDP development cooperation offer through multidimensional analyses and response strategies focused on inequality and vulnerability. Toward that end, UNDP was a principal enabler and facilitator helping countries access development finance. In that context, UNDP saw the urgent need to create an SDG stimulus that would drive development cooperation and achieve the 2030 Agenda. More broadly, UNDP saw the opportunity to play a more complementary role financing the 2030 Agenda more efficiently and effectively for the benefit of

developing countries. That included helping provide regulatory frameworks and incentive systems that allowed private sector investments for inclusive socioeconomic recovery. UNDP always sought the Board's guidance and was staunchly committed to ensuring accountability, transparency and integrity in its work. Stressing the strains to the global financial system and importance of financing for an institution such as UNDP, he thanked Member States that chose to increase core contributions and multiyear finance agreements even during the pandemic.

46. UNDP supported and invested heavily in United Nations reform and the repositioned development system. UNDP joint engagements with United Nations organizations were based on the principles of comparative advantages and complementarities. He spoke for example of the unique UNDP role, together with the Office of the United Nations High Commissioner for refugees, in regional humanitarian settings assisting refugees, an effort it sought to step up by replicating regional refugee resilience plans and using crises to invest in subregions and borderlands. He acknowledged the requests by Member States to invest heavily in gender equality but noted that donor contributions to support UNDP work in that areas had decreased over the years. UNDP would strengthen its work to embed gender perspectives in its mandated areas, including through better monitoring and reporting and dedicated financial investments. In that same spirit, UNDP was committed to fostering an inclusive organizational environment free from sexual exploitation and abuse and sexual harassment and all forms of discrimination, including racism. He underscored the commitment of UNDP staff who continued to serve and deliver throughout the pandemic. The new UNDP Strategic Plan, 2022-2025, and #FutureSmartUNDP provided the pathway that UNDP together with its partners would pursue with determination to fulfil the promise of its new Strategic Plan and achieve the 2030 Agenda.

## V. Human Development Report

47. The Director, Human Development Report Office, presented an oral report on the *Human Development Report 2021: Uncertain Times, Unsettled Lives: Shaping Our Future in a World in Transformation*, in accordance with General Assembly resolution 57/264.

48. A group of delegations said *Human Development Report* analysis and indicators were important tools for tracing sustainable, inclusive development and helped guide the United Nations system within the framework of Our Common Agenda, the 2030 Agenda, and the Goals. They welcomed the more intensive and inclusive consultations, dialogues and partnerships during the drafting process. They welcomed the dissemination of the report's knowledge and products by advancing online communications and data visualizations to reach and engage new groups, including youth. They looked forward to further exploration of metrics measuring planetary pressures to enhance understanding of countries' material consumption and carbon footprints. They encouraged UNDP to continue to gather and analyse data and develop methods to track multidimensional human development through the gender equality and equal rights for all lenses. They looked forward to the work of the High-Level Panel on the Development of a Multidimensional Vulnerability Index for SIDS and encouraged stakeholders to contribute to the panel's work. They called for even closer cooperation between UNDP and the Human Development Report Office.

49. In another intervention, a delegation sought details on the selection of groups that participated in the report's consultations and on whether new indices were added. The delegation also highlighted that the notion of 'human security' addressed in the report was not a term agreed on by Member States.

50. In response, the Director, Human Development Report Office, said the adjustment to the human development index to reflect planetary pressures was developed in cooperation with the United Nations Environment Programme and taken up by UNDP in its new Strategic Plan, 2022-2025. Globally, a number of countries and institutions, such as the World Bank and the international financial institutions, had shown interest in how the adjusted index could help

advance development while easing planetary pressures. The office continued to support the evolution of the multidimensional vulnerability index under UNDP leadership to define vulnerability beyond income. Consultations for the report were undertaken in all UNDP regions where other United Nations organizations and experts also attended. Thematic consultations were organized to reach the greatest number of experts. 'Human security', introduced in the 1994 report, was a notion the office continued to explore in the light of the United Nations Charter, though without seeking to define it. The office did not seek to add more formal indices though its work on metrics was always dynamically evolving.

51. The Executive Board took note of the presentation of the oral report on the *Human Development Report 2021*.

## **VI. Country programmes and related matters**

52. The Associate Administrator, UNDP, introduced the item and provided an overview of five regional programme documents, 15 country programme documents and 10 country programme extensions. In turn, the regional directors for Africa, the Arab States, Asia and the Pacific, Eastern Europe and the Commonwealth of Independent States, and Latin America and the Caribbean provided details from the regional perspectives.

53. Regarding the regional programme document for Latin America and the Caribbean, UNDP commitment to assisting the region's countries in their sustainable development work was welcome. The regional programme document, however, should more clearly reflect the UNDP mandate and commitment to support nationally defined development priorities in line with national plans and in consultation with the region's Governments. UNDP took note of those comments and committed to implement the regional programme in accordance with national priorities.

54. The Executive Board approved the regional programme documents, 2022-2025, for Africa (DP/RPD/RBA/4), Asia and the Pacific (DP/RPD/RAP/4), Arab States (DP/RPD/RAS/5), and Europe and the Commonwealth of Independent States (DP/RPD/REC/5). The Executive Board also approved the regional programme for Latin America and the Caribbean (DP/RPD/RLA/4), including the commitment to implement the regional programme in accordance with national priorities as orally agreed and recorded in the official record of the session.

55. The Executive Board, in accordance with its decision 2014/7, reviewed and approved the country programme document for Barbados (DP/DSP/CAR/4), Belize (DP/DCP/BLZ/4), El Salvador (DP/DCP/SLV/4), Guinea-Bissau (DP/DCP/GNB/3), Guyana (DP/DCP/GUY/4), Honduras (DP/DCP/HND/4), Jamaica (DP/DCP/JAM/4), Malaysia (DP/DCP/MYS/4), the Maldives (DP/DCP/MDV/4), Mozambique (DP/DCP/MOZ/4), Peru (DP/DCP/PER/4), Suriname (DP/DCP/SUR/4), Thailand (DP/DCP/THA/4), Trinidad and Tobago (DP/DCP/TTO/4), and Viet Nam (DP/DCP/VNM/3).

56. The Executive Board took note of the first one-year extensions of the country programmes for Brazil, Haiti, Saudi Arabia and the first six-month extension of the country programme for Papua New Guinea, as approved by the Administrator and presented in document DP/2022/5.

57. The Executive Board approved the second one-year extensions of the country programmes for Algeria and Bahrain; the third one-year extensions of the country programmes for Afghanistan and Venezuela (Bolivarian Republic of), and the sixth extension of the country programme for Yemen, as presented in document DP/2022/5, and the sixth extension of the country programme for the Syrian Arab Republic, as presented in documents DP/2022/5 and DP/2022/5/Add.1.

## VII. Evaluation

58. The Director, Independent Evaluation Office (IEO), UNDP, presented the IEO multiyear programme of work, 2022-2025 (DP/2022/6), the evaluation of UNDP support to youth economic empowerment (DP/2022/7), and the evaluation of UNDP support to energy access and transition (DP/2022/9). The Director, Bureau for Policy and Programme Support, UNDP, provided the management response to the evaluation of UNDP support to youth economic empowerment (DP/2022/8), and the management response to the evaluation UNDP support to energy access and transition (DP/2022/10).

### *IEO multiyear programme of work, 2022-2025*

59. Support was expressed for the IEO programme of work and its mapping of institutional, thematic and country programme evaluations, which provided useful information and insight to the Board on UNDP performance and helped it learn and improve. Despite management's steps to address the challenges country offices faced in conducting decentralized evaluations, a delegation emphasized that progress was slow and the quality of most decentralized evaluations remained low. The delegation stressed the importance of improving decentralized evaluations, particularly for vertical funds such as the Global Environment Facility and Green Climate Fund. IEO and management were requested to present a plan to the Board to improve decentralized evaluations. IEO was praised for its timely, relevant, high-quality evaluation work that allowed Member States to fulfil their oversight role and they commended UNDP management's readiness to actively use evaluation recommendations to strengthen development impact.

### *Evaluation of UNDP support to youth economic empowerment*

60. Strong UNDP connections at the local level were seen as critical for a renewed focus on local youth engagement, mainstreaming at regional and country levels, and sustainable private sector partnerships to ensure alignment of skills and demand for youth employment. UNDP was encouraged to foster business enabling environments to incentivize private investment and private firm growth, reduce enterprise informality, and merge businesses into the formal economy, especially in vulnerable country contexts. UNDP was commended for its tailored work with rural youth, particularly in technology and digital services, and should address differential socioeconomic needs and deep-rooted inequalities in future strategies and programming.

### *Evaluation of UNDP support to energy access and transition*

61. UNDP was encouraged to play a stronger role incorporating adaptation in climate impacts and disaster resilience in its energy access and transition assistance. UNDP should incorporate and prioritize energy access for the most marginalized, using its gender equality strategy's framework for gender-responsive energy programming, and strengthen its understanding of energy access needs of persons with disabilities to inform policies and programming priorities. Given the short-term, project-based nature of UNDP work in the energy sector, UNDP was encouraged to rebalance its public sector engagement to ensure sustained private sector engagement and leverage private sector experiences of newly emerging economies as a way to ensure local, sustainable solutions. Given past allegations of irregularities in its portfolio, UNDP was urged to provide stronger oversight to projects and ensure they were administered in accordance with the highest transparency, accountability and ethical standards. A data-informed approach was recommended to assess impact and inform UNDP energy work in support of the 2030 Agenda.

62. In response, the Director, Independent Evaluation Office, stressed the office's commitment to UNDP in achieving its mandate through stronger learning and accountability. IEO and UNDP management would present a plan to the Board to improve the quality and coverage of decentralized evaluations, including for UNDP vertical funds. He expressed appreciation for UNDP efforts to address the IEO recommendation to differentiate the needs of youth and marginalized groups and commented that the short-term nature of UNDP energy access and

transition work was a matter of concern raised in the evaluation. As for taking a more programmatic and portfolio approach, IEO welcomed the proposal to balance the participation of national actors under Governments' leadership to promote public-private partnerships. IEO welcomed calls for strengthened management oversight on this topic, especially given the size of investments in the energy portfolio.

63. The Director, Bureau for Policy and Programme Support, said given the short-term nature of UNDP energy access and transition projects private sector partnerships were crucial for sustainable solutions. UNDP would build on results achieved in its energy access and transition portfolio to mobilize funding through the international financial institutions, the private sector, and vertical funds. UNDP was committed to accountability and transparency and would pursue an organization-wide approach to energy access and transition, building on its governance and other capacities to pinpoint interlinkages.

64. The Executive Board adopted decision 2022/3 on UNDP evaluation.

## **VIII. United Nations Volunteers**

65. The UNDP Associate Administrator introduced the United Nations Volunteers (UNV) strategic framework, 2022-2025 (DP/2022/11). The UNV Executive Coordinator presented the new strategic framework in detail, highlighting the three main outcome areas, the differences between the current (2018-2021) and the new framework (2022-2025), and the UNV integrated role within the United Nations development system.

66. Across the Board, delegations welcomed the new UNV strategic framework, 2022-2025, its three priority areas, the inclusive drafting process, and alignment with the 2020 quadrennial review. They commended UNV for its progress implementing the strategic framework, 2018-2021, and its digital transformation. UNV efforts led to over 10,000 volunteers serving the United Nations system worldwide. They welcomed UNV efforts to contribute to a people-centred United Nations that allowed UNV to respond effectively to the needs of the system through deployment of qualified international, national and online volunteers. They welcomed UNV focus on mainstreaming integration and representation of women, persons with disabilities, refugees and marginalized groups to ensure no one is left behind.

67. A group of delegations appreciated that the new strategic framework built on lessons from the independent evaluation of the previous framework, 2018-2021, which confirmed UNV contributed to United Nations system work by providing flexible, timely and effective volunteer solutions, including for COVID-19. They commended UNV for quickly adapting to the pandemic, mobilizing national and community-level volunteers as part of the United Nations system-wide response while enabling the system to benefit from online volunteering services. They highlighted that UN-Volunteers contributed to stepping up global vaccination efforts, including COVAX roll-out. They appreciated the new framework's focus on how UNV could strengthen harmonization and coherence across the United Nations system and contribute to implementing the reform agenda. They applauded UNV plans to reach geographically representative staff and further invest in and empower a decentralized global UNV presence. They encouraged UNV to continue to promote gender equality, diversity and inclusion in its work and across the United Nations system.

68. Another group of delegations highlighted the UNV contribution to addressing the climate crisis. They welcomed the stronger focus in the new strategic framework on data, evidence and knowledge-sharing for better integration of volunteerism in United Nations collective action plans. They encouraged UNV to deepen multi-stakeholder partnerships with academia, volunteer organizations, civil society and the private sector to accelerate achievement of the 2030 Agenda. They strongly supported UNV efforts to mainstream volunteerism in the Cooperation Frameworks, enable youth engagement, and mainstream integration and representation of women, persons from the global South, and other marginalized groups. A delegation noted the reference to the Secretary-General's report, Our Common Agenda, in the UNV strategic framework and

stressed that the report was still undergoing intergovernmental negotiations and should only be referenced in line with resolution 76/6. They encouraged Member States to consider contributing unearmarked funding to the Special Voluntary Fund which allowed UNV to respond to crises in a timely manner.

69. In response, the UNV Executive Coordinator said UNV was committed to ensuring UN-Volunteers remained at the frontline of the COVID-19 response and to supporting the vaccination campaigns. Throughout the pandemic, the vast majority of UN-Volunteers were national and community volunteers. UNV would build on the many positive experiences of UN-Volunteers across the globe to take their support to the next level while deepening its multi-stakeholder partnerships at country level. He confirmed that Our Common Agenda was mentioned in the draft strategic framework in line with resolution 76/6. He welcomed Member States commitment to UNV and the Special Volunteer Fund, an indispensable source of funding for UNV.

70. The Executive Board took note of the UNV strategic framework, 2022-2025.

## **IX. United Nations Capital Development Fund**

71. The UNDP Associate Administrator introduced the new United Nations Capital Development Fund (UNCDF) strategic framework, 2022-2025 (DP/2022/12) and the UNCDF Executive Secretary presented the new strategic framework in greater detail.

72. Across the board, delegations welcomed the new strategic framework and commended UNCDF for the informative, inclusive drafting process, including engagement in the 5<sup>th</sup> United Nations Conference on Least Developed Countries (LDCs), which built on existing work and past experiences, while developing new thematic priorities upon request from LDCs. They recognized the unique UNCDF role within the United Nations development system in mobilizing financing for LDCs, especially during the COVID-19 pandemic, digital financial inclusion and local-level actions. Predictable, flexible, adequate funding, along with access to core funding, was highlighted as crucial to meeting the growing demands for UNCDF support. Delegations encouraged Member States to consider contributing to UNCDF core resources.

73. A group of delegations said the strategic framework, 2022-2025 would allow UNCDF to strengthen cohesiveness and partnerships with United Nations development system in line with the 2020 quadrennial review. They noted that the new framework's alignment with the Doha Programme of Action for LDCs was critical to ensuring LDCs successfully achieved sustainable development. They called on UNCDF to focus on: (a) risks posed by the COVID-19 pandemic; (b) financing; (c) climate change; and (d) LDC graduation.

74. A second group of delegations expressed support for UNCDF work in LDCs where it had proven its important role in development efforts through innovative financing and unlocking resources to work for the most vulnerable communities. They called for adequate resources for UNCDF to continue to be fit-for-purpose at a time when countries were struggling to cope with COVID-19, climate change, biodiversity loss, food insecurity, debt and other challenges. They recognized that with its unique hybrid mandate within the United Nations system, UNCDF had a unique asset and delivery capacity for Member States. They stressed that UNCDF deserved the full support of the Board.

75. A third group of delegations welcomed UNCDF work in women's economic empowerment, its inclusion of biodiversity finance, and development of the Investment Platform. They called on UNCDF to continue to support Governments and other public authorities in LDCs to achieve the Goals, using a strong gender lens and filling the gap in development financing architecture. UNCDF was well positioned to support local actions through subnational finance that connected local actors to sources of capital, serving as the United Nations flagship entity for catalytic transformative financing in LDCs. They encouraged United Nations entities to seek partnerships with UNCDF and learn from its rich expertise in innovative finance. UNCDF should seek ways

to incentivize private investors to contribute to non-core or flexible non-core resources on a larger scale. They encouraged UNCDF to continue to provide last-mile financing, deploy instruments where financing sources were scarce, support partners in strengthening national governance capacities for increased development financing, push forward gender mainstreaming and women's economic empowerment, and make use of its comparative advantages.

76. A fourth group of delegations welcomed the three game-changers (outcomes) in the new framework, which were aligned with LDC priorities. They welcomed UNCDF focus on serving the last mile as it filled an important gap in the development finance system. They expressed appreciation for UNCDF work in blended finance and counted on UNCDF to scale up blended finance mechanisms across more countries. UNCDF was well positioned to support the new Doha Programme of Action for the LDCs calling for more innovative, catalytic blended financing for small businesses and investment projects in LDCs, in particular through the UNCDF BRIDGE Facility. They welcomed UNCDF support to mobilizing finance at the local level to channel climate finance to local authorities. They welcomed that UNCDF would further deepen its support for financing solutions in women's economic empowerment, climate, energy, biodiversity, and sustainable food systems.

77. In response, the UNDP Associate Administrator said UNCDF was a critical facilitator in scaling finance through its innovative and catalytic instruments and its blended finance approaches in areas such as climate, food security, women's empowerment and infrastructure. She conveyed that it was possible to persuade the private sector to be a partner at the table with LDCs, thanks to entities such as UNCDF which helped bring about development transformation through catalytic instruments.

78. The UNCDF Executive Secretary thanked the Board for its active engagement and support to the UNCDF new Strategic Framework, and shared that in its private sector funding portfolio UNCDF maintained strong partnerships with philanthropic foundations such as the Gates Foundation and the MasterCard Foundation. Private sector funding rose by 24 per cent in 2021 but more was needed. UNCDF planned to continue to develop and deploy innovative financing instruments that would channel more money to small and medium enterprises and investment projects in the LDCs, and it agreed to keep the Board updated on its progress in that regard.

79. The Executive Board took note of the UNCDF strategic framework, 2022-2025.

## **XII. United Nations Office for South-South Cooperation**

80. The UNDP Associate Administrator introduced the new United Nations Office for South-South Cooperation (UNOSSC) strategic framework, 2022-2025 (DP/CF/SSC/7). The UNOSSC Director presented the new strategic framework in greater detail, highlighting UNOSSC work to enhance South-South and triangular cooperation.

81. Across the board, delegations welcomed the ambitious, timely UNOSSC strategic framework, 2022-2025, to enhance South-South and triangular cooperation by advancing policymaking and implementation, strengthening United Nations capacity to provide support, and promoting knowledge exchange, capacity and technology development and transfer. They highlighted the unique role of South-South and triangular cooperation in implementing the 2030 Agenda, eradicating poverty, addressing the COVID-19 crisis, and building back better and more inclusive. They recognized the pandemic's lessons underscored the central UNOSSC role in facilitating, supporting and enhancing South-South and triangular cooperation. They highlighted that transparency and accountability were essential for development cooperation effectiveness and should remain guiding principles for UNOSSC. They commended UNDP for providing UNOSSC with the institutional, financial and operational support to carry out its responsibilities.

82. A group of delegations affirmed that the new strategic framework would help UNOSSC strengthen its key role, and recognized the important role of the South Centre in enhancing South-



South cooperation. They encouraged UNOSSC to contribute to United Nations development system reform by ensuring better harmonization and coherence on South-South cooperation in the United Nations system, with Member States, civil society and other partners, and by streamlining efforts to strengthen international cooperation to achieve the 2030 Agenda. They welcomed the new framework's focus on integrating women's empowerment and gender equality in all work programmes, and they encouraged UNOSSC to mainstream integration and representation of women, persons with disabilities, refugees and marginalized groups to ensure no one is left behind.

83. Another group of delegations expressed strong support for the UNOSSC mandate as articulator of South-South cooperation in the United Nations system. They appreciated UNOSSC close interaction with the Group of 77 and China and its achievements under the strategic framework, 2018-2021. They welcomed that the new framework incorporated the principles and objectives of the Buenos Aires Plan of Action, the Nairobi outcome document, the BAPA+40 outcome document, and General Assembly resolutions. The new framework would help galvanize the United Nations system-wide strategy on South-South and triangular cooperation and a coordinated approach to United Nations South-South policy and programme of work. It was noted that UNOSSC should only use internationally agreed terminology in reports and decisions as agreed by Member States. They highlighted that middle income countries (MICs) had increased their role in South-South cooperation, contributing to a more inclusive global development agenda; they called on UNOSSC to continue to leverage its partnerships with MICs. They stressed the importance of sufficient, sustainable funding of UNOSSC, and encouraged Member States to contribute more generously to UNOSSC through the United Nations Trust Fund for South-South Cooperation and the Pérez-Guerrero Trust Fund for South-South Cooperation.

84. In response, the UNDP Associate Administrator stressed that South-South and triangular cooperation were vital to helping less developed and vulnerable countries progress on their development pathways. The tools in the new UNOSSC strategic framework such as knowledge co-creation and the solution lab were would help accelerate cooperation among countries.

85. The UNOSSC Director assured the Board that UNOSSC would work with all United Nations development system organizations to mainstream South-South cooperation in development programming in light of United Nations reform. Close coordination and coherence among United Nations entities were key to fostering the benefits of South-South cooperation at regional and country levels. UNOSSC would continue to support the unique needs of MICs and only use internationally agreed terminology in its reports and decisions as agreed by Member States. He drew attention to the benefits of the Global South-South Development Expo as a platform for Member States to advance the potential of South-South cooperation.

86. The Executive Board took note of the UNOSSC strategic framework, 2022-2025.

## **UNFPA segment**

### **Statement by the Executive Director**

87. In her address ([available on the UNFPA website](#)), the Executive Director stressed that protecting against sexual exploitation and abuse and sexual harassment was a UNFPA priority. The Fund had commissioned an independent review on the humanitarian sector, which pointed to what was needed to collectively bring an end to sexual exploitation and abuse and sexual harassment. That understanding was integral to the new Strategic Plan, 2022-2025 – an ambitious roadmap to transform UNFPA to better reach the world's most vulnerable. It was a call to accelerate and step up efforts, transform programmes, motivate partners, and prioritize those left furthest behind. UNFPA would achieve that ambition through people, creativity and partnerships, she said.

88. The Strategic Plan contributes directly to the 2030 Agenda for Sustainable Development, offering pathways to tackle harmful gender norms and deep-seated inequalities, investing in

youth, protecting the bodily autonomy of women and girls – as their ‘bodyright’ – and prioritizes prevention and preparedness, including in humanitarian settings. As part of its leadership of the Generation Equality action coalition, UNFPA sought to redefine bodily autonomy and sexual and reproductive health and rights as the game-changer it becomes when a girl understands her human rights and claims the respect that is her birthright.

89. The Strategic Plan seeks to enhance engagement with other United Nations organizations and leverage United Nations reforms to support the International Conference on Population and Development (ICPD) Programme of Action and the achievement of the Sustainable Development Goals, in the spirit of the Secretary-General’s ‘Our Common Agenda’ to eliminate inequalities. UNFPA was expanding its collaboration with traditional and new partners, including businesses, academia, women- and youth-led organizations, and international financial institutions.

90. Through its programmes, UNFPA was responding to the demands of programme countries for tailored assistance. The Fund was operationalizing all country programmes in alignment with United Nations Sustainable Development Cooperation Frameworks. UNFPA remains committed to its normative role and to delivering what women and girls expressly demand: access to family planning reproductive health care, and protection from all forms of violence and abuse. UNFPA remains field-focused, with 88 per cent of its budget channelled to the field and 84 per cent on programmes.

91. Internally, UNFPA was working to make its structure, systems, processes and organizational culture ‘fit-for-purpose’ to achieve transformative results and implement the internal changes required to react, adapt and innovate. That included the new Enterprise Resources Planning system, the new Supply Chain Management Unit, and the new Reproductive Health Bridging Fund. Through better orientation programmes, leadership training, professional development and succession planning, the People Strategy would help UNFPA recruit, nurture and retain a talented workforce.

92. To leave no one behind, UNFPA was leveraging data and evidence aimed at making the vulnerable visible. Following the recent COVID-19-related disruptions, the largest ever number of countries planning censuses – 56 countries in 2022 and 20 in 2023 – marked a new upward trend. In addition, initiatives such as the UNFPA Geospatial Dashboard on Intimate Partner Violence provided access to disaggregated data at local levels to help policymakers understand and pinpoint solutions. UNFPA was helping countries to harness the demographic dividend and tackle low fertility and ageing. The launch of the Decade of Demographic Resilience in December 2021 was set to help countries galvanize joint action to understand and fully harness these opportunities.

93. Total funding in 2021 rose to a record high of over \$1.4 billion. Co-financing contributions totalled \$994 million and core funding was at near-record levels. In 2021, government pledges increased by 10 per cent while programme country contributions rose more than 130 per cent. UNFPA mobilized nearly \$56 million in partnership funds with the World Bank and international financial institutions, and private-sector funding also saw an increase. The flexibility and stability of core funding remained crucial to ensure UNFPA delivered its mandate. The Strategic Plan supported a focus on financing the ICPD agenda. By leveraging UNFPA core resources, the new Strategic Investment Facility would help to bring projects to scale by mobilizing greater sums from domestic government resources, international financial institutions’ concessional loans, in-country donor contributions and private sector investments.

94. Humanitarian funding was at an all-time high – \$332 million – representing about one-third of total co-financing resources. For the first time, the Strategic Plan contained a specific outcome on humanitarian action, focused on strengthening UNFPA preparedness, response capacity and systems. UNFPA had recently launched its largest humanitarian appeal, calling for \$835 million to provide sexual and reproductive health and protection services to more than 54 million women, girls and young people in 61 countries in 2022. Total contributions to UNFPA

Supplies for 2021 reached \$165 million. The Executive Director appealed for additional support so partner countries could address the growing reproductive health needs of youth populations.

95. Towards the end of the Executive Director's statement, the UNFPA Regional Director for the Asia and the Pacific delivered remarks on UNFPA work to address gender-based violence in both protracted and sudden onset humanitarian crises in the region, noting that was an area in which UNFPA led inter-agency coordination in humanitarian settings. In Afghanistan, UNFPA, building on existing interventions and its experience during the past decade, quickly repositioned its programme into humanitarian interventions to meet urgent needs. UNFPA work on re-positioning humanitarian supplies helped to speed up humanitarian responses across the region. In the Philippines, following Super Typhoon Rai in December 2021, the timely distribution of supplies and coordination of survivor-centred medical and psychosocial services supported the response to gender-based violence survivors, including those with disabilities. In Tonga, UNFPA was working with the Government and Tongan organizations of persons with disabilities to prioritize the protection needs of women and girls affected by the recent volcanic eruption. Across the region, UNFPA was connecting emergency responses to its longer-term development work, to address root causes of gender-based violence and strengthen national prevention and response capacities.

96. A group of delegations commended the Executive Director's leadership and the dedication and contribution of UNFPA staff in response to the pandemic. UNFPA had been a fundamental ally of Governments in maintaining access to essential health services, especially for women and girls. UNFPA was a leader in addressing the "shadow pandemic" – the rise in sexual and gender-based violence and violence against women and girls – and eradicating all forms of violence and discrimination against all women and girls. Working under the Strategic Plan, UNFPA would pursue its human rights-based approach to reach the furthest behind and continue to adapt to new contexts and challenges, in close cooperation with United Nations system entities, to achieve the three transformative results. Oversight and accountability remained critical, grounded in the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system (A/RES/75/233) and the recommendations of the Board of Auditors. They commended UNFPA for its work in developing strategic public and private partnerships and innovative financing approaches to mobilize resources and further close funding gaps.

97. Another group of delegations stressed that the new strategic plans of UNDP, UNFPA, UNICEF and UN-Women provided a blueprint for a stronger, more impactful United Nations development system that positioned the system to lead collective efforts to deliver system-wide results for greater coherence, efficiency and effectiveness for the realization of the 2030 Agenda. The challenges of the Decade of Action underscored the need for joint United Nations action to achieve long-term development results and build capacities and enabling environments to accelerate implementation of the Goals, and mainstream gender equality and women's empowerment. The delegations encouraged United Nations organizations to redouble joint planning, implementation, reporting and monitoring processes. They asked that strategic plans be translated into operational and programmatic documents, in line with Cooperation Frameworks and informed by common country assessments. This, along with the collective support of United Nations entities and the matrixed dual reporting model for mutual and collective performance appraisals, as defined in General Assembly resolutions 72/279 and 76/4, would strengthen the United Nation's value proposition and joint impact of country teams under the leadership of resident coordinators.

98. The delegations called on the United Nations development system to share knowledge and best practices on partnerships to improve transparency, coherence, due diligence, accountability and impact, using the quadrennial comprehensive policy review monitoring and reporting framework as guidance to deliver on commitments and report on common indicators. They asked the organizations to report in a more harmonized manner on results jointly achieved, based on the common and complementary indicators requested in Board decision 2021/14. Noting joint meetings of the Boards gave United Nations organizations the opportunity to share approaches

for accelerated, system-wide, integrated, collective action for achieving the 2030 Agenda, they encouraged broad United Nations system participation in upcoming joint meetings. They expected organizations to develop programming based on collective outcomes and informed by conflict-sensitive and gender and climate-responsive analyses. They reiterated their commitment to United Nations reform, including full integration of the humanitarian and political pillars.

99. In individual interventions, delegations recognized the ambition of the Strategic Plan, grounded in the ICPD Programme of Action, and UNFPA work to translate that vision into results, including to overcome the consequences of the COVID-19 pandemic on the most vulnerable. They welcomed the UNFPA role in the system-wide COVID-19 response as the lead agency for maternal health, youth and gender and the strengthened UNFPA humanitarian focus. They called on UNFPA to work at the women-climate change interface and set up regional and subregional hubs to ensure life-savings services were accessible to all. The delegations commended UNFPA for deftly navigating between countries experiencing growing populations and a young cohort while others face low fertility and aging populations. They expressed strong support for UNFPA work as the 2021 Inter-Agency Standing Committee Champion on Protection from Sexual Exploitation and Abuse. They recognized UNFPA support to countries through South-South and triangular cooperation, meeting the challenges of COVID-19 and addressing sexual and reproductive health, gender-based violence, and sexual exploitation and abuse and sexual harassment. They highlighted the potential of digitalization to ensure rapid service delivery, raise awareness, disseminate information and put girls back on track in education and health. They encouraged UNFPA to focus foremost on the ICPD Programme of Action and be guided by national ownership and leadership and nationally defined priorities and goals.

100. In response, the Executive Director welcomed the Bureau's guidance that UNFPA focus on the three transformative results, building back better from the COVID-19 pandemic, addressing the "shadow pandemic" of gender-based violence, reaching the most vulnerable women and girls, and engaging the women-climate interface. She welcomed the emphasis on innovation and digitalization and the need for boldness and calculated risks to scale up results. The pandemic highlighted the need for universal health coverage as a key element of resilient health systems. She noted that the UNFPA People Strategy was important for enhancing its knowledge-based interventions. UNFPA was working to address misinformation and disinformation about the pandemic as well as issues such as contraception. The fund's ability to leverage data through censuses, surveys and system-wide metadata was crucial for agile programming to leave no one behind. On peace and security, the protection and engagement of youth remains a prominent area of its expertise; UNFPA would continue to partner with the Peacebuilding Support Office on women, peace and security issues. In addition, UNFPA would also continue to support the 'peace in the home' agenda.

101. UNFPA was fully committed to United Nations reform and to ensuring the principles of mutual accountability with resident coordinators, in line with the management accountability framework were practiced. All UNFPA country programmes were fully derived from Cooperation Frameworks and the UNFPA Strategic Plan contributed directly to the achievement of the Goals, in line with the 2020 quadrennial comprehensive policy review and the common and complementary output indicators shared with other organizations, including on effectiveness and efficiency. UNFPA sought to be a leader in data generation for the 2030 Agenda. The new UNFPA business model offered five modes of engagement – advocacy and policy; knowledge management; capacity development; service delivery; and coordination and partnerships and South-South and triangular cooperation – that maximized its ability to rapidly deliver results with agility on the ground through a tailored approach and customized solutions, not only in its mandated areas but also in emerging areas, such as ageing, low fertility, infertility, climate change and people on the move, including refugees.

## X. Country programmes and related matters

102. The UNFPA Deputy Executive Director (Programme) provided an overview of 12 country programme documents, one subregional programme, and seven country programme extensions. In turn, the UNFPA regional directors for Asia and the Pacific, East and Southern Africa, Latin America and the Caribbean, and West and Central Africa elaborated on their respective regional perspectives.

103. Several delegations provided supportive statements to the country programmes.

104. The Executive Board approved, in accordance with decision 2014/7, the country programme documents for Argentina (DP/FPA/CPD/ARG/1), Cameroon (DP/FPA/CPD/CMR/8), El Salvador (DP/FPA/CPD/SLV/9), Eritrea (DP/FPA/CPD/ERI/6), Guinea-Bissau (DP/FPA/CPD/GNB/7), Honduras (DP/FPA/CPD/HND/9), Malaysia (DP/FPA/CPD/MYS/1), Maldives (DP/FPA/CPD/MDV/7), Mozambique (DP/FPA/CPD/MOZ/10), Peru (DP/FPA/CPD/PER/10), Thailand (DP/FPA/CPD/THA/12) and Viet Nam (DP/FPA/CPD/VNM/10), as well as the subregional programme for the Dutch- and English-speaking Caribbean (DP/FPA/CPD/CAR/7).

105. The Executive Board took note of the first one-year extensions of the country programmes for Brazil and Haiti, and approved the second one-year extensions for Afghanistan and Algeria, the third one-year extension for the country programme for Venezuela, the sixth one-year extension for Yemen, and the sixth, six-month extension for the Syrian Arab Republic, as contained in document DP/FPA/2022/3.

## XI. Evaluation

106. The Director, Evaluation Office, presented the quadrennial budgeted evaluation plan (DP/FPA/2022/1), prepared in line with the UNFPA evaluation policy (DP/FPA/2019/1), relevant Executive Board decisions and the 2020 quadrennial comprehensive policy review.

107. A group of delegations commended the Evaluation Office for its flexibility in adapting the evaluation function to the COVID-19 context and expressed full support for measures taken to mitigate the impact of the COVID-19 pandemic on evaluations and enable them to function as an accelerator for recovery. They also commended the office's excellent performance in 2021, achieving almost all targets of the key performance indicators. They welcomed the comprehensive quadrennial budgeted evaluation plan aligned with the development and organizational effectiveness results set out in the UNFPA Strategic Plan, 2022-2025. They noted that evaluations would be key to informing the progress of implementation and the midterm review of the Strategic Plan and improving UNFPA organizational and United Nations system performance.

108. The group appreciated the fund's commitment to further strengthening the evaluation function, especially through additional investments in the Evaluation Office and continued engagement to address the challenge of timely delivery of high-quality decentralized evaluations. They called on UNFPA to continue investing in the quality and the methodological validity of decentralized evaluations and to ensuring country teams were equipped to manage and commission such evaluations. They valued the office's commitment and active support to United Nations reform and system-wide and joint evaluations and commended the office for harmonizing and aligning evaluations with United Nations system partners and for engaging with United Nations system-wide evaluation efforts, including the United Nations System-wide Evaluation Unit. They welcomed the positive trend regarding the UNFPA evaluation expenditure ratio.

109. A separate delegation expressed appreciation for the importance UNFPA accorded to the budget evaluation process and expected that throughout the process UNFPA would exercise careful control over evaluation quality to ensure objectivity and validity of the outcome. The

delegation encouraged UNFPA to make better use of findings to effectively improve the science of decision-making and efficient use of funds.

110. In response, the Director, Evaluation Office, reassured the Board that the office had a robust system of quality assurance and control for all evaluations at all levels. This applied to both centralized and decentralized evaluations. He recognized the office had displayed flexibility throughout the evaluation function during the COVID-19 context, achieving almost all targets of the key performance indicators and actively supporting United Nations reform by harmonizing and aligning evaluation efforts with those of other United Nations partner organizations. The office continued to address the remaining challenges of decentralized evaluations, including by investing in their quality and methodological validity. The evaluations listed in the evaluation plan were fully funded and protected, both for centralized and decentralized evaluations. The Evaluation Office would provide the Board additional detailed information, as requested, on the projected evaluation expenditure ratio for 2020-2025.

111. The Executive Board adopted decision 2022/4 on the quadrennial budgeted evaluation plan, 2022-2025.

## **UNOPS segment**

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

#### **Statement by the Executive Director**

92. In her address ([available on the UNOPS website](#)), the UNOPS Executive Director framed UNOPS work within the larger global development and political context and efforts to accelerate progress towards the Goals. On the COVID-19 front, UNOPS had undertaken more than 110 projects in over 80 countries to support Member States and partners in their pandemic response. That work focused on improving national health systems, delivering medical supplies and equipment, refurbishing hospitals, expanding testing capacity, and procuring life-saving supplies and medical equipment.

93. Despite the challenges of 2020, UNOPS had delivered at an unprecedented scale. The previous two years had been the most successful in its history, a sign of Member States' trust. The Board's decision 2021/20 to approve the new level for the minimum operational reserve was a case in point. And because of its operating model – funded solely through project cost recovery – UNOPS was keen to gain the Board's guidance on a decision to further strengthen its reserves and allow for a review of UNOPS pricing for the benefit of partners and the peoples it served.

94. Strategic Plan, 2022-2025, activities began in 2022. UNOPS priorities remained quality infrastructure, improved public procurement, and the sustainable investments in infrastructure and innovation initiative (S3i). Throughout its work, UNOPS would continue to contribute to peace and security, humanitarian response, and global development efforts with other United Nations organizations, including in the most difficult settings where most of its delivery took place. The new plan, guided by partners' priorities, also addressed the climate emergency and public health systems.

95. UNOPS research collaboratives revealed that quality infrastructure was key to sustainable, inclusive and resilient health systems and to achieving the Goals. UNOPS continued to build partners' capacities to use public procurement to achieve the Goals, combat climate change, tackle corruption and reduce inequality, and drive greater efficiency, transparency, and effectiveness in public spending. That in turn helped to improve access to healthcare and better public health systems. S3i aimed to expand resources available beyond official development assistance (ODA) models to address critical national infrastructure needs such as affordable housing, renewable energy, and health. Half way through the S3i proof of concept period, UNOPS encountered difficulties and successes, as highlighted in the UNOPS report on the S3i reserve

(DP/OPS/2022/2). UNOPS was committed to improving the initiative and in 2024 it would submit along with strategic plan mid-term review a comprehensive evaluation of S3i.

96. In other areas, in September 2021 UNOPS reached gender parity, and gender mainstreaming was mandatory for all relevant projects. UNOPS was committed to inclusiveness that went beyond gender equality, which it would present in its new gender, diversity, and inclusion strategy. UNOPS pursued the highest ethical standards in its work even as it carried ethics risks in how it operated and supported clients. In 2022, UNOPS was stepping up efforts on social and environmental safeguards, especially for health and safety, through its Goal Zero approach. That meant zero workplace incidents, injuries, and illness and included awareness activities, training, mandatory inspections, and reporting for all personnel. This went hand-in-hand with investing in digitization, improving practices, streamlining processes, and adopting new technologies and innovative practices.

97. A group of delegations stressed the need to support healthcare systems through the COVID-19 crisis using UNOPS comparative advantages and technical expertise in its mandated areas. They appreciated that despite breakdowns in supply chains and the global movement of people and goods, UNOPS continued to deliver critical services at an unprecedented scale, even in complex humanitarian settings. They encouraged UNOPS to continue to work with the United Nations system to jointly respond to drivers of conflicts, disaster risks, humanitarian crises, and complex emergencies to ensure no one is left behind. They commended UNOPS actions to conduct prudent fiscal management and adjust the level of its reserves to its risk profile. They welcomed UNOPS intent to further review its pricing model and continue to ensure greater value for money, providing assurances to its partners that commitments would be met. They commended UNOPS for prioritizing the S3i as part of its Strategic Plan, 2022-2025, and its actions to structure its reserves to ensure stability for S3i, with Board approval. They looked forward to the comprehensive review of S3i in 2023 to consider the broader picture, lessons, successes and prospects. They commended UNOPS for achieving gender parity and appreciated its commitment to gender diversity and inclusion.

98. In other interventions, delegations expressed strong support for S3i and its focus on affordable housing, renewable energy, and health infrastructure, as well as for UNOPS continued pursuit of excellence and innovation in its work, in particular through digitalization of operations. New digital technologies aimed at greater efficiency and streamlining should continue to underpin UNOPS quest to improve its operational capabilities. UNOPS was encouraged to join the Global Development Initiative focused on accelerating implementing of the Goals at the local level. It was noted that UNOPS should avoid referencing the Our Common Agenda report as Member States had not yet adopted a consolidated position. Delegations from the SIDS welcomed UNOPS valued engagement in their push to achieve the 2030 Agenda, the Goals, the SAMOA Pathway, and in response to COVID-19. They underscored their concern that lack of scalable projects meant SIDS might be overlooked and stressed that in addressing SIDS unique vulnerabilities UNOPS should pursue more tailored approaches, including through S3i.

99. In response, the Executive Director said that with the adoption of the 2030 Agenda UNOPS understood the need to pursue bold initiatives to achieve it and mobilize financing that went beyond ODA, an approach well suited to its business model. UNOPS was ready to work with the Board to better define the risks involved and build a stronger approach, addressing the needs of the UNOPS reserves and the risks in its portfolio. Because UNOPS functioned on low margins despite challenging market dynamics, its operational reserves added a level of security. Fees to maintain those reserves were earned through professional asset management and not extracted from project funding. Transparency of its operational reserves such as S3i was a top UNOPS priority. UNOPS sought to step up its partnerships both within the United Nations, with the Board, and with external partners to ensure it fulfilled its mandate.

100. The Director, Regional Portfolios said that as a client-oriented organization UNOPS pursued an agile, flexible approach, assisting Governments to implement their own solutions to crises such

as COVID-19. In addition, through its global COVID response task force and fast-track approval process for COVID projects, 85 per cent of UNOPS COVID-19 response projects were undertaken with existing partners and Governments, building on already established trust and common work, as well as its flexible emergency procurement procedures.

101. The Director, Implementation Practices and Standards said UNOPS proven expertise in transactional procurement allowed it to rapidly respond to urgent needs during the pandemic and build national response capacity to help design policy, structural and process improvements through national systems and resilient supply chains, accruing savings and impact. UNOPS supported Governments in de-risking investments for climate resilient and inclusive infrastructure through planning and finance decisions, buttressed by high quality data and analysis. UNOPS planned to scale up that approach to inform Governments' evidence-based decision-making.

102. The General Counsel and Director, New York Liaison Office said UNOPS had undertaken its first equity arrangement and partnered with the Danish International Fund for Development and a private sector firm in India. In this arrangement, UNOPS would provide operational support in handling environmental, social and governance monitoring to attract private sector resources and work toward social and economic goals. UNOPS sought to align with existing United Nations equity arrangements to allay risks related to equity. UNOPS expected to exit the project in three to four years once the intended goals were on track.

103. The Chief Financial Officer and Director of Administration said that in setting up the S3i reserve UNOPS would be able to provide greater transparency to the Board on S3i activities. UNOPS sought to set the reserve at \$105 million, with changes subject to Board approval. The growth and innovation reserve set up in 2019 to invest in UNOPS future revenue generation ability, of which S3i was one pillar, allowed UNOPS to further invest in its future growth, critical given its self-financing model. The S3i reserve would reduce the size of the growth and innovation reserve significantly. In addition, UNOPS would apply the guidance on the minimum and maximum levels for operational reserves. Among its provisions to offset risks to S3i, UNOPS had taken several steps such as setting up the Helsinki S3i office, creating the Advisory Group on Investments, and strengthening links between S3i and UNOPS internal legal and finance units.

104. The Executive Board adopted decision 2022/5 on the UNOPS S3i reserve.

## **XIV. Other matters**

### *Address by the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council*

105. The Chairperson of the Staff Council updated the Board on the work of the Staff Council in 2021 to build a healthy workforce in a healthy workplace while recognizing the challenges organizations faced in redesigning roles, maintaining staff status and relevance, and identifying priorities in a constantly changing landscape, including in the context of the COVID-19 pandemic.

106. In the sole intervention, a delegation expressed strong appreciation for the Staff Council's work under difficult circumstances, and management's commitment to working with the Staff Council. It called for sustainability in all operations, including all points raised by the Staff Council: (a) active and diversified work against racism, sexism, and other forms of discrimination, central to creating a safe, creative, sustainable work environment, promoting diversity of thought, and a commitment to continuous, self-scrutiny; and (b) clarity around job security and contracts. That included a work-life balance, allowing staff to plan their work in a flexible way. Predictable, clear leadership was key for a sustainable approach.

107. In response, the Chairperson welcomed the common understanding on the need to address staff concerns jointly with management and Member States as a corporate priority.

108. The Executive Board heard the address by the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council.



