

# Core Group Annex

## Annex

<b>I. Compilation of inputs to the discussion of the Core Group</b> .....	2
<b>II. Responses of the secretariats to the requests of the Core Group</b> .....	15
<b>A. Topics discussed at the joint meeting of the Boards (1998-2019)</b> .....	18
<b>B. Comparison of common agenda items: Executive Boards of UNDP/UNFPA/UNOPS; UNICEF; UN-WOMEN, and WFP</b> .....	22
<b>C. Mapping of scenarios (per agency/entity) and analysis of the benefits, should the number of sessions be reduced from three to two (first regular and annual), including the possibility to add the days of the second annual session to the other two sessions, also taking into account field visits and any potential associated costs; propose alternative dates for Board sessions, should the three formal Executive Board sessions per year be maintained</b> .....	25
<b>D. Proposed rotation scheme for the sequencing of future sessions of the Executive Boards</b> ...	43
<b>E. Cost analysis of the two-last joint field visits and the two previous visits of each agency to inform discussions</b> .....	45
<b>F. Comparative overview structure table of the Rules of Procedure of the four Executive Boards</b> .....	49
<b>G. Concise decision-tracking matrix format for common use</b> .....	91
<b>H. Table comparing the decision-negotiation practices at each Executive Board</b> .....	93

# I. Compilation of inputs to the discussion of the Core Group

## Compilation of inputs by regional groups

### A. Working methods of the joint meeting of the Executive Boards (JMB)

#### 1. JMB

##### (a) Decision-making capacity and alternatives

**African Group (AG):** strengthening of decision-making capacity of (JMB) regarding joint issues through discussion of joint issues collectively and then decisions on them adopted individually by each Executive Board (Autonomy of Executive Boards to adopt their decisions is preferable).

**Asia-Pacific Group (APG)** is divided in its position regarding giving decision-making power to the JMB. This would require further discussion. In the meantime, as an alternative, APG is of the view that for the JMB to add value and encourage active participation of Member States, discussions need to be action-oriented and lead to follow-up. Thus, it is suggested that the secretariats jointly propose zero-draft decisions (building on discussions at joint informal briefings) for the annual sessions (two weeks before, as is the usual practice).

- (Request to secretariats) Elaboration of operationalization of the possible action (b) suggested in the joint response of secretariats

**Eastern European Group (EEG):** There are several reasons why one Member State of the EEG cannot support the idea of granting decision-making power to the joint meeting of the Boards. First, this organ doesn't have rules of procedure and, consequently, mandate and membership. An informal group of people can't take decisions that will be binding for all the Boards. Secondly, though there are talks that decisions on the same issues shouldn't go through all Boards, this practice should continue as the Boards have different mandates and shouldn't be forced to automatically take the decisions agreed at other Boards. And thirdly, there is already an institution responsible for taking decisions on cross-cutting issues, which is the operational activities segment of the Economic and Social Council. This mandate follows from resolution 68/1: *Through this segment the Council should provide overall coordination and guidance for operational development funds and programmes on a system-wide basis. Such guidance ... should concentrate on cross-cutting and coordination issues related to operational activities.* Another Member State of the EEG supports the idea that a decision-making power of the JMB strengthens the ability of this format regarding the joint issues throughout the Boards.

**Latin American and Caribbean Group (GRULAC):** Decision-making capacity and alternatives: At this time, it is the view of GRULAC that the JMB should not be a decision-making body. The boards already have decision-making authority. We would emphasize that high representation of the joint session should however be emphasized/prioritized.

**WEOG:** Decision-making power of the JMB and possibility of using overlapping day of Executive Boards to achieve that.

**WFP Bureau:** We are against entitling the JMB with decision-making power, as individual Executive Boards have individual responsibility for their respective agencies. It is also very important to bear in mind different memberships of the Executive Boards as well as different number of their members.

There are several reasons why the WFP membership countries<sup>1</sup> cannot support the idea of granting decision-making power to the JMB. First of all, this structure does not have rules of procedure and, consequently, mandate and membership. We cannot make an informal group of people take decisions that will be binding for all the Boards. Secondly, though there are talks that decision on the same issues should not go through all Boards, we believe that this practice should continue as the Boards have different mandates and should not be forced to automatically take the decisions agreed at other Boards. And thirdly, there is already an institution responsible for coordination and guidance, which is the Operational activities segment of ECOSOC. This mandate follows from resolution 68/1: “Through this segment the Council should provide overall coordination and guidance for operational development funds and programmes on a system-wide basis. Such guidance ... should concentrate on cross-cutting and coordination issues related to operational activities.”

Additional background<sup>2</sup>:

The WFP Bureau would like to recall that WFP’s dual parentage with the Food and Agricultural Organization of the United Nations (FAO) would also require consultation with and approval by FAO Council and Conference on any proposed regulatory changes that would include decision-making by another body/Board. Decision-making must be retained by the respective governing body of each agency due to the sovereignty of each over its organization by design as well as the different mandates and operational structures. The WFP Bureau therefore does not support the idea of giving decision-making power to the JMB, unless it would be applied only to the New York-based agencies.

Rule I.4 of the Rules of Procedure<sup>3</sup> states that, “Sessions of the Board shall be held at the Headquarters of WFP, unless the Board determines otherwise.” Convening the 36 Members of the WFP Executive Board outside WFP Headquarters would be costly and inefficient for one overlapping day of a formal session.

**(b) Topics/themes**

**AG:** Support selection of JMB topics and themes on common agenda items or maybe hot issues of concern that are regarded necessary, such as the United Nations development system, working methods, common chapter, strategic plan, etc.

**APG** Support selection of JMB topics on joint/common agenda items at Board sessions, such as United Nations development system reform, working methods, cost-recovery, sexual exploitation and abuse, common chapter (but not audit, as it is more agency-specific).

---

<sup>1</sup> See WFP General Regulations and General Rules, appendix A, pp. 27–29.

<sup>2</sup> Ibid., article I, p. 5.

<sup>3</sup> Ibid., p. 61.

**EEG:** One Member State of the EEG supports the selection of JMB topics on common agenda items at the Executive Boards sessions, such as common chapter, United Nations development system reform, working methods, cost recovery, sexual exploitation.

**GRULAC:** Topics/themes should be considered that are applicable to all the Boards and are relevant to current United Nations mandates.

**WEOG:** Common topics that require harmonization across the Boards; working methods, cost recovery, etc.

**WFP Bureau:** The WFP Bureau would support common agenda items that are equally applicable to and relevant for all Boards and the various mandates (e.g., United Nations development system reform, sexual exploitation and abuse).

**(c) Timing/duration/frequency**

**AG:** Possibility of transforming the JMB into one- or two-day annual joint session. A June session is suitable, before the annual session of Boards. Also, JMB held once a year is quite suitable.

**APG:** Keep it as once a year before the annual session (prior to the first regular session of the Executive Board that begins first in that given year) but complement it with joint informal briefings (in both New York and Rome).

**EEG:** One Member State of the EEG supports the idea to add a JMB before each session of the Executive Board to enhance coordination.

**GRULAC:** One JMB just before the annual session, with preference of two themes, one in the morning and the other in the afternoon; two themes would allow full ventilation of the discussions and provide a comprehensive summary outcome.

**WEOG:** Idea to add a JMB before each session of the Boards to enhance coordination.

**WFP Bureau:** The WFP Bureau would support, for the time being, retaining a one-day session annually, as has been the practice since 2013.

The idea to add a JMB before each formal session of the Executive Boards would be costly. WFP Board sessions begin on the Monday of the week and additional expenses would be incurred by both the delegates as well as the organization (e.g., one Board session costs WFP an average of \$110,000 per day, and this excludes the cost of editing/revising/translation of associated documentation).

**(d) Joint informal briefings**

**AG:** Encourage joint informal briefings on joint issues of mutual concern to reaffirm coordination and coherence.

**APG:** Support joint informal briefings on topics to be discussed at the JMB.

Note:

The JMB does not have a decision-making power but assembles all the Executive Boards. If the JMB tackles the topics covered by the common chapter of the Strategic Plans of the United Nations funds and programmes, this will be a constructive way of achieving a common understanding across the boards on issues such as sexual exploitation and abuse, gender policy and ethics as well as on emerging issues of common concern – United Nations development system, quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR), etc.

The outcome of the JMB could be strengthened if, in the margins of the JMB, informal negotiations could take place to discuss and agree on language on the subjects of common interest that could be agreed as a basis for decision-making at the level of each Board, which would have the freedom to adapt their decision based on their own requirements.

If this were to be the case, a one-day session might not be enough. Thus a two-day session of the JMB may be envisaged.

**EEG:** One Member State of the EEG supports the idea of joint informal briefings, which help the Member States in keeping up the dialogue with all the United Nations agencies in addressing the issues of mutual concern and in developing a platform of communalities on the work with all the United Nations agencies.

**GRULAC:** Joint informal briefings: continue to encourage, as established in recent discussions.

**WFP Bureau:** The WFP Bureau would support joint informal briefings by video conference technology if they are scheduled during a socially acceptable time to allow the Rome-based WFP Board to participate. Joint informal briefings on joint issues of mutual concern reaffirm coordination and coherence.

Relative to the common chapter, following is what WFP had shared last year when it was raised at the JMB:

- WFP believes that the common chapter of the New York-based Agencies is a subject for deliberation and decision by the governing bodies of the respective agencies.
- According to Member States and the Secretary-General, coordination and cooperation for the implementation of the 2030 Agenda for Sustainable Development is critical and needs to be enhanced across the United Nations system. A common chapter, which reinforces cooperation amongst few entities, may be perceived as a duplicative and/or a signal of exclusion. Equally, no common chapter does not entail non-cooperation.
- The WFP Executive Board had not asked for a review of the common chapter and there was no intention to incorporate it into WFP's Strategic Plan (2017–2021) which was approved in November 2016, one year before the strategic plans of the sister funds and programmes. WFP is already outlining how it works in partnership with other United Nations entities in

implementing WFP's Country Strategic Plans (CSPs) to achieve the 2030 Agenda. CSPs include a chapter outlining the work in coordination and cooperation with the other United Nations entities working in the country so that the Executive Board(s) can readily assess whether the United Nations is addressing the country's needs in a holistic manner.

## **2. Institutionalization of Presidents' meeting**

**AG:** It is important to strengthen joint coordination and collaboration between Bureaux and maintain the will to improve working methods, and AG should support the proposal to institutionalize Presidents' meetings and the frequency as agreed by all, with the clear understanding that each President will brief his Bureau and Board at large.

**APG:** Support formalizing regular/periodic Presidents' meeting (bi-monthly meeting is supported).

**EEG:** One Member State of the EEG supports the institutionalization of Presidents' meeting but would have preferred these institutionalized meetings should take place in the United Nations. This approach doesn't preempt the right of any President to hold informal meetings outside the United Nations.

**GRULAC:** Still consulting, as we are unclear of what this means.

**WFP Bureau:** The WFP Bureau would support institutionalizing regular calls (given Rome-based location) or meetings of the Presidents (e.g., the day before the JMB) as a way to strengthen joint coordination and collaboration between Bureaux. Monthly calls were attempted in the past but did not take root due to varying schedules.

## **B. Working methods of the respective governing bodies**

### **1. Bureau**

**AG:** Better planning of the Bureau would go a long way to improving the working methods of the Executive Boards. However, given that the election of the Vice Presidents is by decision of the regional groups, there may be an invitation to Boards to extend the election of Bureau members to a longer term (say two years). UNICEF has introduced many improvements regarding the working methods of the Executive Board on the Bureau members' terms in the Board, early nomination of Bureau members by regional groups and early election of the President of the Bureau. More exploration on challenges and opportunities in this line is encouraged.

**APG:** Succession planning (Vice-President of current year serving as President the following year) is already a practice in three Executive Boards and support it becoming a practice in all Boards.

**EEG:** One Member State of the EEG supports the idea of a two-year term in the Bureau, depending on the decision of each regional group. This Member State of the EEG also supports the idea of the early nomination of Bureau members and early election of all the Bureau members.

**GRULAC:** Each Board will continue to have an independent Bureau and is represented by one Member State per regional group, as is established practice.

**WEOG:** Length of terms of Bureau members.

**WFP Bureau:** The WFP Board has established procedures and tenures of Bureau Members as per Rule V of the Rules of Procedure.<sup>4</sup> See also the 2007 WFP Board decision ([WFP/EB.2/2007/12-B](#)) on succession planning in the WFP Bureau.

## 2. Sessions

**AG:** Is flexible to study reallocating the agenda items that are presented in the annual and regular sessions without undermining governance or oversight functions by Executive Boards. A dedicated session for the adoption of country program documents (CPDs) can also be preferable. There is also a proposal to hold a one-day special session only to adopt CPDs. Member States could then make their national statements on these documents during the special session, thus lightening the workload of the main Board sessions.

**APG:** While remaining flexible, APG would like to see the possible options before taking a position on the issue.

- (Request to Secretariats) Propose, in consideration of the whole United Nations calendar for the year, options for maintaining three sessions while moving the date of the second regular session; propose options for two sessions, including extending the number of days per session to accommodate the reduction of one session.

**EEG:** One Member State of the EEG informed on their position that they would not support a reduction in the number of sessions. Every single session is dedicated to particular issues that need enough time for consideration. This also allows the Member States to get regular updates and reports on the activities of the funds, programmes, agencies and entities that are governed by the respective Executive Boards. Informal briefings and consultations would not serve for the purpose of proper governance as they do not allow decision-making. Regional briefings might not be effective because they would deprive Member States of having the whole picture and be informed about developments and efforts in other regions. Thus, a reduction of the number of sessions would have a negative effect on the quality of preparation of both the Secretariats and Member States and decrease the level of interaction.

Another Member State of the EEG supports the idea of adjusting the time of the September session in coordination with the Board Meetings of the First regular session and the annual session as well. As of now the annual session falls right in the meantime with the elections of the main bodies of the United Nations.

One Member State of the EEG would support further exploring the proposal of holding a one-day special session only to approve country programme documents unless it leads to the

---

<sup>4</sup> See [WFP General Regulations and General Rules](#), pp. 62-63.

increase of the number of sessions per year. So the Secretariats were asked to provide the modalities of such session before Member States make a final decision on that matter.

**GRULAC:** Strongly supports three sessions per year; adjustment could be made in scheduling of sessions, but due consideration should be given to the capacity of small States and should not conflict with high-level United Nations meetings or the Second Committee. The secretariat should seek advice and consult Member States well in advance of the scheduling of sessions.

**WEOG:** Reduction of the sessions or number of days per session. September session is a problem time-wise (before the high-level week) and in terms of too short a time period from the annual session. Set Board sessions back-to-back to each other (no week or days between).

**WFP Bureau:** We would not support the reduction in the number of WFP sessions from three to two in a year. Every single session is dedicated to particular issues that need enough time for consideration. This also allows the Members States to get regular updates and reports on the activities of funds, programmes, agencies and entities that are governed by the respective Executive Boards. Informal briefings and consultations would not serve for the purpose of proper governance as they do not allow decision-making. Regional briefings might not be effective because they would deprive Member States of having the whole picture and being informed about developments and efforts in other regions. Thus, we believe that reduction of the number of sessions would have a negative effect on the quality of preparation of both the secretariats and Member States and decrease the level of interaction.

#### Additional background:

Beginning in January 2005, WFP reduced the number of formal sessions from four to three annually (first regular session in February, annual session in June and second regular session in November). The issues New York faces with the September second regular session planning do not apply to the WFP Board. Thus, the WFP Bureau strongly supports maintaining three sessions per year given the extensive programmatic and operational nature of WFP.

Furthermore, WFP should be separated out from these calendar planning discussions due to its aforementioned dual parentage under FAO. The Rome-based Agencies (RBA) of FAO, the International Fund for Agricultural Development and WFP have a longstanding [joint RBA calendar](#) launched in 2012 and managed by FAO, which is discussed by and agreed jointly between the three Governing Body secretariats two years in advance, taking into account the RBA Governing Body formal and informal sessions, Regional/Electoral Group meetings and official holidays, with the aim to avoid the overlap of meetings which are non-Governing Body sessions, but which are of significant interest to the majority of Member States.

### **3. Conduct of business**

**AG:** Debate time on sessions can be focused on decisions rather than general statements and limiting of the length of management presentations can also be explored. Encouraging of Member States to submit their questions in advance to allow preparation of response by panelists could also be more useful.

**EEG:** One Member State of the EEG strongly supports the idea that the length of statements of management presentations should not exceed 15 minutes.

**GRULAC:** Participation should be at the highest level possible. (GRULAC would also consider an approach in increasing the membership of the Executive Boards to better reflect the United Nations membership and the allocation of seats to developing countries.)

**WFP Bureau:** As part of the continued lessons learned feedback loop, the WFP Bureau includes a ‘lessons learned’ item on the Bureau’s agenda for the meeting following the conclusion of the formal session where Bureau Members provide List viewpoints on what went well and what could be improved for future sessions (e.g., speaking times, management presentations, etc.).

#### **4. Participation**

**AG:** According to the rules of procedure (of the UNICEF) Board, Member States’ choices regarding participation of non-Member States must be respected, as well strengthening of the participation of Member States and observers, and seeking feedback is encouraged.

**APG:** Each Board has its own rules of procedure and we must respect the rules already set in regard to participation of non-Member States. Strengthening participation of Member States and observers should be a priority. Meanwhile, we must consider relevance to topic, problem of representation, decision-making process when discussing this issue.

**EEG:** One Member State of the EEG informed that they would not agree to the change in the rules of procedure regarding the participation of non-governmental organizations (NGOs) in consultative status with the Economic and Social Council in the formal sessions of the Executive Boards. NGOs should be invited to formal sessions only upon Executive Board’s decision. Bureaux cannot decide without a mandate from their respective regional groups on inviting non-Member State participants and the Secretariat shall not encourage or affect in other ways the deliberations in the Bureaux.

Another Member State of the EEG fully supports the participation of NGOs in consultative status with the Economic and Social Council in the formal sessions of Executive Boards. Furthermore, this Member State of the EEG would encourage the participation of NGOs providing services from the United Nations agencies’ funds in the cases of when a CPD is introduced, but also in other cases that comply with the agenda of the meeting.

**WFP Bureau:** We would also not agree to the change in the rules of procedure regarding the participation of NGOs in consultative status with the Economic and Social Council in the formal sessions of the Executive Boards. NGOs should be invited to formal sessions only upon the Executive Board’s decision. Bureaux cannot decide without a mandate from their respective regional groups on inviting non-Member State participants and the Secretariat shall not encourage or affect in other ways the deliberations in the Bureaux.

Additional background:

The WFP membership includes Member States and observers who are States Members of the United Nations or Member Nations of FAO for the purpose of elections for the WFP Executive Board.<sup>5</sup> The practice in the WFP Board session is to give the floor first to the 36 members of the Board who wish to speak, followed by the European Union as Permanent and Special Observer, who sits at the table with the 36 members and speaks first among observers who then follow.

According to Rule XV of the Rules of Procedure,<sup>6</sup> the participation of non-Member States (i.e., United Nations agencies, inter-governmental and non-governmental organizations, etc.):

*Rule XV: Participation of observers*

1. Any Member of the United Nations or any Member or Associate Member of FAO, or of any other Specialized Agency or the International Atomic Energy Agency (IAEA), that is not a member of the Board, may participate, on request, in the deliberations of the Board, without the right to vote.
2. Any Member of the United Nations or any Member or Associate Member of FAO, or of any other Specialized Agency or the IAEA, that is not a member of the Board, whose programme, project or other activity is under review, or who has a particular interest in a programme, project or other activity, shall have the right to participate, without the right to vote, in the relevant deliberations of the Board.
3. The United Nations and FAO shall be invited to participate in the deliberations of the Board, without the right to vote.
4. The Specialized Agencies of the United Nations and the IAEA and other international organizations and non-governmental organizations interested and cooperating with the Programme may be invited by the Executive Director, subject to the direction of the Board as appropriate, to attend sessions of the Board, without the right to vote.

## **5. Field visits**

**AG:** There should be only one field visit per Executive Board and one joint field visit. UNICEF has already reduced field visits in line with ongoing discussion of improving working methods from three to two per year. Support streamlining the guidelines between Bureaux and identifying the best practices across the Boards.

**APG:** UNICEF has already reduced a separate Bureau field visit in line with previous discussions and decisions on working methods. Further reduction of the number of field visits must be considered carefully, as it is an integral part of supporting Member States' oversight role. In addition, field visits of Boards should be coordinated with other visits by the United Nations system as to minimize diversion of staff time from programme implementation.

---

<sup>5</sup> See [WFP General Regulations and General Rules](#), appendix A, pp. 27–29.

<sup>6</sup> *Ibid.*, p. 73.

- (Request to secretariats) Provide field visit guidelines of the four Boards to better understand the differences and identify best practices.

**EEG:** One Member State of the EEG expressed their support the formula “one joint field visit and one individual field visit”; though the costs of the visits and the level of participation should be properly examined.

Another Member State of the EEG supports the idea of one field visit per Executive Board and one joint field visit, with the clear purpose of each visit.

**GRULAC** The choice of field visit should be considered by the outgoing Bureau; this will avoid delay in selection and ensure the field visit takes place in a timely manner. The views of the region selected for the field visit should be highly considered.

**WEOG:** Purpose of visits and transparency over costs

Consideration of rotation scheme: beside one joint field trip per year only 1 individual field trip of a F&P and F&P rotating (every year another one has individual field trip)

**WFP Bureau:** We support the formula “one joint field visit and one individual field visit”; though the costs of the visits and the level of participation should be properly examined.

#### Additional background:

Since 2003, the WFP Executive Board has been employing the practice of one joint field visit (usually spring) and one Board visit (usually fall) annually. Due to the planning calendar, the outgoing Bureau decides jointly with the other Bureaux on the joint field visit and the incoming Bureau decides on the regular Board visit. Field visits are an important part of governance responsibilities as they give context to the decisions taken in the formal sessions. Well established guidelines exist and evolve, taking into account the feedback of the representatives who participate on the visits.

## **6. Inter-agency coordination**

**AG:** Strengthening inter-agency coordination prior to the introduction of programme-related documents is encouraged to help avoid duplication, improve collaboration and align opportunities and risks between the various Boards.

**APG:** Supports strengthening inter-agency coordination through common agenda items, joint briefings, etc. The group sees that the length of the term of the Board Secretaries should remain within the realm of the internal process of the agency. In this regard, would like to seek clarification as to what the current practice is in the agencies.

**EEG:** One Member State of the EEG supports the strengthening of inter-agency coordination on regular basis periodically in order to avoid duplication, improve their cooperation and align the opportunities in addressing common issues and challenges between the various Boards and also a shared calendar of activities.

This Member State of the EEG would encourage a more transparent engagement of the Secretaries with the Executive Boards, starting with sharing the minutes of the Secretaries' meetings with the membership.

**GRULAC** Shared calendar, joint briefings where applicable, frequent meetings between agencies should be encouraged.

**WEOG:** Minutes of the Secretaries' meetings; merger of the secretariats (proposal in the Secretary-General's report of 21 December 2017 (A/72/684-E/2018/7), para. 117); length of the terms of Board Secretaries.

**WFP Bureau:** A [shared Rome-based agency calendar](#) exists (see point 2, above).

It is not clear what is meant by WEOG regarding the point on the minutes of the Secretaries meetings. Sharing them? If so, that would not be an issue, but might be too weedy and administrative.

The WFP Bureau would not agree to the merging of secretariats due to various reasons, not least among them being WFP's dual parentage with FAO and the remote Rome-based location of WFP.

It is not clear what is meant by WEOG regarding the point on the length of the terms of the Executive Board Secretaries. For the Board to have a say? Each agency has its own HR policies that could be explored.

## **C. Rules, documentation and decision-making**

### **1. Rules of procedure**

**AG:** Sharing good practices in implementation of rules of procedure between Boards to enhance streamlining between them can be useful in coherence and joint work between the Boards.

**APG:** Open to discussing a harmonized set of rules of procedure, but would first need an analysis on the differences between rules of procedure of the four Boards. Members would also like to seek background information on the history as to why the rules of procedure were kept separate for each fund and programme. (Two requests to Secretariats).

**EEG:** One Member State of the EEG supports a harmonized set of rules of procedure.

**GRULAC:** Will continue to reflect on this, however established practice should be maintained and/or improved where applicable

**WEOG:** Harmonized set of rules of procedure – need for an overview on current situation.

**WFP Bureau:** The WFP Bureau would agree to have an exchange on the rules of procedure with the aim of sharing good practices. However, the adoption of the rules of procedure should remain under the authority of each governing body.

## **b. Agenda and documentation**

### **2. Agenda and documentation**

**AG:** Encourages studying how shortening time to process and translate documentation can be achieved.

**APG:** Supports alignment of agendas and is open to discussing the possibility of CPDs to be dealt with entirely in informal briefings or a special one-day session on CPDs, as the CPDs are a country-driven process.

**EEG:** One Member State of the EEG echoes other group positions that the agenda of sessions should be carried out in strict consultation with the Bureau and the Executive Boards, bearing in mind that the alignment of the agendas should be a priority to the benefit of economizing our work time and in giving more space to the new challenges the work of several Boards might have.

**GRULAC:** The agenda of sessions should be carried out in strict consultation with the Bureau/Executive Board. Documentation should be produced and shared with Member States well in advance of meetings.

**WEOG:** Alignment of the agendas: reshuffle the agendas so that they are alike and move common items (e.g., reform, working methods) to first day. CPDs moved to be dealt with entirely in the informal briefings before Board sessions.

**WFP Bureau:** The Bureau would agree to studying how document processing time can be further shortened, particularly with regard to internal organizational clearance processes. The WFP Board secretariat has in-house editors, translators and revisers which help to reduce the document production time relative to outsourcing the entire workload.

At each of its meetings, the WFP Bureau includes items on the agenda-setting and planning of the Executive Board sessions as well as the Biennial Programme of Work. Where applicable and relevant, the agenda could be further aligned with the other agencies.

WFP Country Strategic Plans (CSPs or CPD-equivalents) cannot be relegated to informal sessions as article VI 2.(c)<sup>7</sup> of the WFP General Regulations and General Rules mandates the Board to approve programmes and projects submitted to it by Executive Director under certain delegation of authority. The Executive Board does not wish to alter this process. Given the operational nature of WFP in delivering life-saving food assistance to vulnerable populations, WFP CSPs can range between \$1 billion to \$3 billion for certain operations (for example, at the [Second Regular Session in November 2018](#) for the three largest operations in the Syrian Arab

---

<sup>7</sup> See [WFP General Regulations and General Rules](#), p. 9.

Republic (\$1.38 billion), the Sudan (\$2.27 billion) and Yemen (\$3.3 billion), the Board approved an operational portfolio of nearly \$7 billion).<sup>8</sup>

### **3. Decision-making**

**AG:** Considering direct involvement of the President of the Executive Board in the negotiation of decisions can sometimes be desirable, also improving the monitoring of the status of implementation of Board decisions is much encouraged.

**APG:** The group supports the proposal of having a joint decision tracking matrix, while also maintaining individual tracking matrices.

**EEG:** One Member State of the EEG supports the WEOG proposal on a joint decision tracking matrix of all funds and programmes.

**GRULAC:** The current practice of the Bureau in safeguarding consensus on agenda items and draft decisions should remain. The Bureau should ensure that the session isn't over-loaded with draft decisions.

**WEOG:** Joint decisions tracking matrix of all funds and programmes.

**WFP Bureau:** The WFP Board does not undertake the draft decision negotiation process followed in New York.

One of the main roles of the WFP Bureau is to encourage consensus-building. The largely humanitarian nature of WFP lends to less-politically driven discussions, which take place in other United Nations forums.

A joint decision tracking matrix would be an interesting idea to explore as a comparison tool.

### **Added sub-heading**

### **4. Informal consultations**

**EEG:** One Member State of the EEG supports the GRULAC suggestions that informal consultations should be carried out within United Nations working hours; facilitators should be identified in advance of the board meeting. Informal consultations should be encouraged to commence as early as possible. Anyhow, our position does not preempt that in specific cases it might necessary for the membership to get involved in negotiations beyond the United Nations working hours. The secretariat should assist the membership anytime it is necessary. Furthermore, when the Bureau has failed in identifying in advance the facilitators, the facilitators can be appointed at a later stage.

**GRULAC:** Informal consultations should be carried out within United Nations working hours; facilitators should be identified in advance of the Board meeting. Informal consultations should

---

<sup>8</sup> Another 10 Country Strategic Plans totaling \$3.11 billion were also approved at this session.

be encouraged to commence as early as possible. Facilitators must be equally represented by region. Depending on the draft decision being put forward, it might require two co-facilitators, one from each region.

**WFP Bureau:** WFP informal consultations take place between 9:30 a.m. and 12:30 p.m., with a 90-minute break, as per the CEB-AIIC agreement<sup>9</sup> for interpreters, and resume again from 14:00 to 17:00 p.m.

The WFP Board does not undertake the draft decision negotiation process followed in New York.

## **II. Responses of the secretariats to the requests of the Core Group**

### **Background**

This note has been prepared jointly by the Executive Board secretariats of UNDP/UNFPA/UNOPS, UN-Women, UNICEF and WFP, in response to the Core Group's requests to elaborate on matters pertaining to the working methods of the Executive Boards.

### **Request to elaborate on the legislative requirement for the JMB to acquire a decision-making mandate (including any potential financial implications)**

The Executive Board secretariats consulted with the General Assembly Secretariat, the Economic and Social Council secretariat and with the United Nations Office of Legal Affairs (OLA). In the meantime, we were advised that for the joint meeting of the Executive Boards to be able to take decisions, it will have to be mandated through a resolution of the General Assembly. Separately to the core group's question on the legislative requirement for the JMB to acquire a decision-making mandate, OLA provided their opinion on how to strengthen discussions between the Boards without giving decision-making power to the JMB, which means that decisions would still be taken at the respective Board sessions. The response of OLA is quoted below.

Requests 1 and 2 are different formulations on how joint matters can be negotiated and adopted by all Executive Boards without undermining the oversight function, accountability and independence of each Executive Board.

After consultations across the UN system three solutions emerged:

- (a) A General Assembly resolution mandating the JMB with decision-making authority;
- (b) Respective decisions taken by each of the Executive Boards to create a "joint subsidiary organ/working groups";

---

<sup>9</sup> As a CEB member, WFP is signatory to the CEB-AIIC agreement: <https://www.unsystem.org/content/agreement-concerning-conditions-employment-short-term-conference-interpreters-1>.

(c) Strengthening the exchange between the Boards through the designation of a facilitator to lead informal consultations and facilitate the drafting of a decision to be submitted to each Executive Board for consideration.

From Core Group meeting of 4 March 2019: The secretariats were advised by the General Assembly Secretariat that for JMB to be able to take decisions, it will have to be mandated through a resolution of the General Assembly.

From Core Group meeting of 14 April 2019: The Executive Board secretariats consulted with the United Nations Secretariat and received the following response, including the option of a joint subsidiary working group. The secretariats have included an attachment to this response (please see attachment I, separate pdf).

In response from the United Nations Secretariat, the secretariats received the following official answer:

“We understand that the “core group” is looking into the working methods of the joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, WFP and UN-Women (the JMB) and has sought advice from the secretariat of the Executive Boards on how they could formalize the JMB’s work/existence and possibly provide it with decision-making power on matters of common interest to the aforementioned Executive Boards.

We understand that the first joint meeting of the Executive Boards, involving UNDP, UNFPA and UNICEF, took place in January 1998, and that it has since then been organized annually. WFP joined the JMB from its second meeting, in 1999. UNOPS and UN-Women have joined since 2011. We also understand that, further to General Assembly resolution 52/12 of 12 November 1997 which had approved the initiatives outlined in the Secretary-General’s report (A/51/950), the JMB, comprising members of all boards, has been meeting to review issues and matters of common concern. The JMB was an arrangement for closer integration of the governance oversight. Accordingly, the JMB currently appears to be a forum where issues of common interest can be discussed. However, it has no decision-making authority.

The Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, WFP and UN-Women were all established by resolutions of the General Assembly, defining their respective functions and compositions. The JMB, on the other hand, is a discussion forum that exists further to resolution 52/12. To provide the JMB with decision-making authority, which would likely affect the current functions and responsibilities of each of the Executive Boards, it would be necessary for the General Assembly to adopt a resolution to this effect. The resolution would have to address, among other things, the composition of the JMB, its mandate and responsibilities, its reporting line, and the rules of procedure that would apply to its meetings.

Another option that could be considered is a decision that would be taken by each of the Executive Boards to create a joint subsidiary organ. The rules of procedure of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, WFP and UN-Women, appear to allow for the creation of a subsidiary body. The establishment of such joint subsidiary organ would require a formal decision of each Executive Board. Such a decision should provide for, among other things, the composition, mandate and responsibilities, and rules of procedure of the organ. The Executive Boards being themselves subsidiary organs of the General Assembly, their functions

and responsibilities could not be further delegated or changed without the General Assembly's approval. As a result, the joint subsidiary organ could not have decision-making authority (see attached a published opinion of OLA). However, it could be empowered to make joint recommendations that would be formally before each of the Executive Boards for their consideration.<sup>10</sup>

An alternative option to the formalization of the JMB would be for the Executive Boards to establish an informal process to reinforce the exchanges between the different Boards, such as the designation of a facilitator who could lead informal consultations and facilitate the drafting and negotiation of draft decisions and resolutions which could be submitted to all of the Executive Boards." End of quote.

**Request to elaborate on operationalization of the possible action 5 (p. 7) suggested in the joint response of secretariats ["JMB may be transformed into an annual one-day joint session of the Boards to discuss these areas of common interest"]**

From Core Group meeting on 14 April 2019: For increased coherence and collaboration across the agencies, it would be more efficient and productive to gather the four Executive Boards to discuss issues of common relevance and interest,<sup>11</sup> such as **cost recovery, prevention of sexual exploitation and abuse, sexual and other forms of harassment, discussion of joint reports and joint evaluations or presentation of the joint field visit report**. Joint discussions on such matters could promote inter-agency efficiency, coherence, oversight, accountability and collaboration during a joint session of the Executive Boards. The autonomy and independence of each Board would be maintained, and joint actions discussed and agreed collectively, including through joint informal consultations, while decisions would continue to be adopted respectively by each Board. At the end of the joint session, proceedings would move to the adoption of draft decisions by each Board's successive segments presided over by the respective Presidents.

---

<sup>10</sup> UN-Women and WFP agree that this option could be considered by Member States, with the Office of Legal Affairs rendering a further opinion on the implications related to WFP's dual parentage under the Food and Agricultural Organization of the United Nations.

<sup>11</sup> Challenges remain as the WFP Board members are based in Rome, so they would not have full in-person participation.

## A. Topics discussed at the joint meeting of the Boards (1998-2019)

TOPICS DISCUSSED AT THE JOINT MEETINGS OF THE BOARDS (1998–2018)	
1998	<ul style="list-style-type: none"> <li>❖ UN reform and its impact on the funds and programmes (Presentation by Resident Coordinator in Viet Nam)</li> </ul>
1999	<ul style="list-style-type: none"> <li>❖ Resource flows, follow-up to international conferences, the resident coordinator system</li> <li>❖ Monitoring and evaluation: use of common indicators</li> <li>❖ Harmonization of programme cycles; common premises and services; the United Nations Development Assistance Framework and the Common Country Assessments</li> <li>❖ Links between development and humanitarian operations</li> </ul>
2000	<ul style="list-style-type: none"> <li>❖ The United Nations development assistance framework process in India</li> </ul>
2001	<ul style="list-style-type: none"> <li>❖ Address by Paul Nielson, European Commissioner for Development and Humanitarian Aid: “The United Nations and Europe: active multilateral partners”</li> <li>❖ Progress with Common Country Assessment indicator frameworks (Presentation by the Nepal UN Country Team)</li> <li>❖ The UNDAF process (Discussion with executive heads of funds and programmes)</li> <li>❖ Staff security</li> </ul>
2002	<ul style="list-style-type: none"> <li>❖ The Millennium Development Goals</li> <li>❖ Common Country Assessments and United Nations Development Assistance Frameworks</li> <li>❖ Harmonization and simplification of procedures</li> <li>❖ Staff safety and security</li> <li>❖ Briefing on the Tokyo Conference on Afghanistan</li> </ul>
2003	<ul style="list-style-type: none"> <li>❖ Simplification and harmonization</li> <li>❖ Briefing on Iraq</li> <li>❖ Transition from relief to development</li> <li>❖ Building on Monterrey</li> <li>❖ HIV/AIDS: The five-year evaluation of UNAIDS</li> <li>❖ Millennium Development Goals in Nepal</li> </ul>
2004	<ul style="list-style-type: none"> <li>❖ HIV/AIDS: Regional initiatives</li> <li>❖ Simplification and harmonization</li> <li>❖ Resident Coordinator system</li> <li>❖ Security</li> </ul>
2005	<ul style="list-style-type: none"> <li>❖ HIV/AIDS: orphans and women</li> <li>❖ Gender (policy frameworks on gender mainstreaming)</li> <li>❖ Issues related to the transition from relief to development</li> </ul>

	<ul style="list-style-type: none"> <li>❖ Simplification and harmonization</li> </ul>
2006	<ul style="list-style-type: none"> <li>❖ The United Nations system: Capacity-building and capacity development</li> <li>❖ Transition from relief to development, focusing on natural disasters</li> <li>❖ HIV/AIDS: Follow-up to the recommendations of the Global Task Team</li> <li>❖ Simplification and harmonization, with a special focus of the programming process</li> </ul>
2007	<ul style="list-style-type: none"> <li>❖ Natural disaster preparedness</li> <li>❖ Millennium Development Goal 1: Interlinked approaches to poverty alleviation</li> <li>❖ United Nations reform (Progress in the implementation of General Assembly resolution 59/250; UNDG steps to implement the TCPR of operational activities for development of the UN system)</li> <li>❖ The gender dimension of HIV/AIDS</li> </ul>
2008	<ul style="list-style-type: none"> <li>❖ Progress toward achieving the Millennium Development Goals</li> <li>❖ Feedback from ‘delivering as one’</li> <li>❖ Disaster risk reduction strategies</li> </ul>
2009	<ul style="list-style-type: none"> <li>❖ Population growth and rapid urbanization: food security on the rise in urban settings</li> <li>❖ Unstable food prices and the linkage to food and nutrition security</li> <li>❖ Harmonization among the UN funds and programmes: Business practices</li> <li>❖ Reinforcing state capacity: A harmonized UN system approach to national capacity development</li> </ul>
2010	<ul style="list-style-type: none"> <li>❖ Delivering as One: Strengthening the country-level response to gender-based violence</li> <li>❖ Climate change and its impact on development</li> <li>❖ Recovering from economic and financial crisis: food security and safety nets</li> <li>❖ Stocktaking on the Millennium Development Goals</li> </ul>
2011	<ul style="list-style-type: none"> <li>❖ Equity: narrowing the gaps to push for achievement of the Millennium Development Goals</li> <li>❖ Mainstreaming gender through the work of the agencies and envisaged collaboration with UN-Women</li> <li>❖ Efficiency of emergency response and the transition to recovery and long-term development</li> <li>❖ Delivering as One: follow-up to Hanoi</li> </ul>
2012	<ul style="list-style-type: none"> <li>❖ Middle income countries – The role and presence of the United Nations for the achievement of the internationally agreed development goals</li> <li>❖ Least developed countries – United Nations collaborative contribution to the implementation of the Istanbul Programme of Action</li> <li>❖ Quadrennial comprehensive policy review (Delivering as One; results reporting) – Making the United Nations operational activity work for accelerated development</li> <li>❖ Transition</li> </ul>
2013	<ul style="list-style-type: none"> <li>❖ Operationalizing the QCPR recommendations</li> <li>❖ Leveraging South-South and triangular cooperation</li> </ul>
2014	<ul style="list-style-type: none"> <li>❖ Performance standard on gender mainstreaming across the Strategic Plans 2014-2017 of UNDP,</li> </ul>

	<p>UNFPA, UNOPS, UNICEF, UN-Women and WFP (emphasizing the UN system-wide Action Plan on gender equality)</p> <ul style="list-style-type: none"> <li>❖ Coherence of UN action against poverty and vulnerability and towards resilience (emphasizing the Delivering as One at the country level to ensure the coherence of UN action)</li> </ul>
2015	<ul style="list-style-type: none"> <li>❖ In partnership with others: lessons learned on scaling up innovation to reach people in need</li> <li>❖ Innovative approaches to programme design and implementation to support the operationalization of the post-2015 development agenda</li> </ul>
2016	<ul style="list-style-type: none"> <li>❖ Working in fragile contexts, inclusive of middle-income countries</li> <li>❖ Big Data and the Sustainable Development Goals</li> </ul>
2017	<ul style="list-style-type: none"> <li>❖ Operationalizing the decisions of the QCPR, taking into consideration climate change and building resilience</li> <li>❖ Working with adolescents and youth to achieve the Sustainable Development Goals</li> </ul>
2018	<ul style="list-style-type: none"> <li>❖ Joint efforts to strengthen coherence, collaboration and efficiency in the field – effective ways to deliver results together to successfully address programme country priorities in the implementation of the 2030 Agenda</li> <li>❖ Reflecting on the working methods of the Executive Boards (lunchtime topic)</li> <li>❖ Overcoming inequalities among and within countries, including gender inequality, to achieve the SDGs – reaching the poorest and most vulnerable populations first</li> </ul>

### ***Creation of the joint meeting of the Boards***

From Core Group meeting on 4 March 2019: General Assembly resolution 52/12 first took note of the JMB as follows:

“12. Accepts that management of funds and programmes would be enhanced by greater integration of intergovernmental oversight, and requests the Economic and Social Council, in the context of the next triennial policy review of the United Nations, during its operational activities segment of 1998, to consider arrangements for closer integration of the governance oversight of UNDP/UNFPA and UNICEF, with consecutive and/or joint meetings of the existing Executive Boards, bearing in mind the respective mandates of the Executive Boards of the funds and programmes;”

“13. Takes note, in this context, of the decision already taken by the Executive Board of UNDP and of UNFPA and the Executive Board of UNICEF to organize a joint meeting in January 1998.”

Paragraph 13 of resolution 52/12 referred to the agreement of the Bureaux of the UNDP/UNFPA and UNICEF Executive Boards to hold a joint half-day meeting on the topic of reform in United Nations funds and programmes with a focus on the impact at the country level, which was requested by the UNDP/UNFPA Executive Board decision 97/29: “Requested that a one-day joint session with UNICEF be held in January 1998 to enable and exchange of views on the impact of overall United Nations reform on the Funds and Programmes;”.

The original UNDP/UNFPA decision 97/29 called for a “one-day joint session”, which later on was referred to as “joint meeting of the Boards”. Since the first joint meeting of the Executive Boards, involving UNDP, UNFPA and UNICEF, which took place in January 1998, the JMB has been organized annually. WFP joined the JMB from its second meeting, in 1999. UNOPS and UN-Women have joined since 2011.

### **Objective, venue, timing, agenda and outcome of the joint meeting of the Boards**

As stated in the General Assembly resolution 52/12, the initial objective of the JMB was to create an arrangement for greater integration of the governance oversight, bearing in mind the respective mandates of the Executive Boards of the funds and programmes. It is an informal forum for the Executive Boards to discuss issues of common interest, with no decision-making power. It does not have rules of procedure and it operates based on established practices. The JMB is held annually in New York during the first half of the year and is scheduled to align with either the first regular session or the annual session of the Executive Boards of UNDP/UNFPA/UNOPS, UN-Women, UNICEF and WFP.

The topics of the JMB are selected following consultation by the six secretariats through consensus by four Executive Board Bureaux. The JMB topics are chosen based on common issues to the Executive Boards, while not duplicating the work of the individual Boards or the work of the Economic and Social Council and the General Assembly. The agenda of the JMB is discussed and agreed by the respective Bureaux (see annex for the topics discussed over the period 1998–2018). During the JMB, each Board President takes the lead in chairing or co-chairing a JMB session on one agenda item. Traditionally, field experts on the different topics in the agenda are invited to bring their perspectives to the debate, usually in relation to a case study that is presented. The lead responsibility for arranging and coordinating the JMB rotates among the Executive Board secretariats on an annual basis. The report of the JMB is a compilation of the proceedings and is presented to the respective Boards for information, who may consider or act on it as they deem appropriate.

As the JMB is not an official meeting or governing body, it does not have decision-making authority. Thus, the outcome of the JMB is not formalized. The agencies, however, value the feedback coming out of these discussions and act on recommendations, where relevant, as they do with other joint meetings and consultations.

### **Decision-making on joint issues**

With the adoption of the General Assembly resolution 71/243 on the QCPR, the General Assembly gave mandate to the Bureaux of the Executive Boards to: “initiate discussions on improving the working methods of the joint meetings of the Executive Boards so that they offer a platform for exchange on issues with cross-cutting impact”.

As noted in the Core Group deliberations: “Some Member States saw value in the JMB evolving into a decision-making body, given an increasing number of joint activities, e.g., pooled funding, joint programming and reporting. Others were not in agreement due to concerns of duplication/overlap of the functions of the ECOSOC operational activities segment, and

decisions of each Executive Board, as well as the various mandates of funds, programmes and entities”.

Currently there is no existing mechanism for decision-making by the Executive Boards on joint issues. In practice, decisions on joint matters affecting all Executive Boards are discussed and agreed separately by each respective Board. At times, decisions tend to be “copied” in each respective Board meeting or re-negotiated in some Boards with the risk of amendments or, in extreme cases, leaving the possibility of no agreement in one or more Boards.

### **Joint session of the Boards focusing on areas of common interest**

The JMB has traditionally had topics of discussion that were not agenda items at the respective Board sessions to avoid duplication, as mentioned earlier. With increasing coherence and collaboration across the agencies, however, it would seem to be more efficient and productive to gather all the Boards and discuss issues of joint relevance and interest, such as cost recovery, prevention of sexual exploitation and abuse, sexual and other forms of harassment, discussion of joint reports and joint evaluations or presentation of the joint field visit report. Joint discussions on such matters could promote inter-agency efficiency, coherence, oversight, accountability and collaboration during a joint session of the Executive Boards. The autonomy and independence of each Board will be maintained, and joint actions discussed and agreed collectively, including through joint informal consultations, while decisions would continue to be adopted individually by each Board. At the end of the joint session, the proceedings could move to the adoption of draft decisions by each individual Board in short back-to-back segments presided by the respective Presidents.

In this scenario, some agenda items could be shifted from the programme of work of the individual Boards for consideration during the joint session of the Boards, such as the discussion of joint reports and joint evaluations; the presentation of the report of the joint field visit; cost recovery; addressing sexual exploitation and abuse; addressing all forms of harassment in the work place; etc. This would avoid duplicative discussions at the Executive Board sessions and focus the discussions of the respective Boards on their agency-specific matters while leaving joint agenda items for the consideration of the joint session of the Boards and therefore creating further efficiencies.

## **B. Comparison of common agenda items: Executive Boards of UNDP/UNFPA/UNOPS; UNICEF; UN-WOMEN, and WFP**

This document responds to the decisions on working methods by the UNDP/UNFPA/UNOPS Executive Board (decision 2018/22), the UNICEF Executive Board (decision 2018/14), the UN-Women Executive Board (decision 2018/7) and the WFP Executive Board (document # WFP/EB.2/2018/12/1/Rev.1), which request the Secretariats to identify a set of common agenda items together, with a view to harmonize the consideration of those agenda items with these agencies, beginning from the first regular session 2019 onwards.

A “common agenda item” is understood as a statutory agenda item that appears on the agenda of all the Executive Boards (financial reports, programmes of work, etc.), with the relevant documentation prepared separately by each secretariat for its own Board, as opposed to a “joint

agenda item” (cost recovery; common chapter, etc.), for which documentation is prepared jointly by all the secretariats. It should be noted that joint agenda items are considered separately by each Executive Board.

Bearing in mind the above definitions, the Executive Board secretariats have identified a set of common agenda items under the same/similar subject titles. Overall, the four Executive Boards are aligned with each other on most of the key agenda items of formal sessions, with minor variations due to differences in the Boards’ requests and entity specificity. The table below indicates those agenda items that are common to all Boards. To highlight a few, some common items include External Audit, Internal Audit, Annual Report of the Executive Director, Strategic Plan, and the Integrated Budget, under which the six entities present their respective reports to the four Executive Boards for decisions.

The United Nations development system reform has been placed on the agendas of the three formal sessions of the UNDP/UNFPA/UNOPS, UNICEF and WFP Executive Boards in 2019. For the Executive Board of UNDP/UNFPA/UNOPS, a decision on this subject will be made during its first regular session and on the action to be taken for the other sessions. For the UNICEF Executive Board, the Bureau agreed to include an agenda item for decision on this issue at the three formal sessions in 2019. Similarly, the UN-Women Executive Board will consider an “Update on the Implementation of General Assembly Resolution 72/279 on Repositioning of the United Nations Development System” at its first regular session, but this is not currently a recurrent agenda item on the UN-Women Board workplan. Cost-recovery also features prominently in the formal sessions for the UNDP, UNFPA, UNICEF and UN-Women as per their respective Board decisions, and Executive Board working methods is also another common item for UNDP, UNFPA, UNOPS and UNICEF, with a way forward still to be decided for UN-Women and WFP.

To answer the request from Member States to address sexual harassment and sexual exploitation and abuse, as required under the Secretary-General’s report on special measures for protection from sexual exploitation and abuse, the six entities are requested to present their annual certifications to their respective Executive Boards at each annual session, with the possibility of discussing these issues at the joint meeting of the Executive Boards.

## COMPARISON OF COMMON AGENDA ITEMS: EXECUTIVE BOARDS OF UNDP/UNFPA/UNOPS; UNICEF; UN-WOMEN, and WFP

	External Audit (UNBOA, etc.)	Internal Audit <sup>1</sup>	Ethics	Annual Report of ED	Annual Report on Evaluation	Strategic Plan	Integrated Budget <sup>2</sup>	Structured Funding Dialogue	Statistical review <sup>3</sup>	Financial report/ Review <sup>4</sup>	Funding commitments <sup>5</sup>	Cost Recovery	EB Working Methods	UNDS reform <sup>6</sup>
<b>UNDP</b>	F	A	A	A	A	S	S	S	A	S	S	A,S	F	F,A,S
<b>UNFPA</b>	F	A	A	A	A	S	S	S	A	A	S	A,S	F	F,A,S
<b>UNOPS</b>	F	A	A	A	N/A	S	S	N/A	N/A	N/A	N/A	N/A	F	F,A,S
<b>UNICEF</b>	F	A	A	A	A	S	S	S	A	F	S	A,S	F	F,A,S
<b>UN-WOMEN</b>	F	A	N/A	A	A	S	S	S	A	F,A	S	A,S	TBC	F
<b>WFP</b>	A	A	A	A	A	A	A	N/A	A	A	N/A	N/A	TBC	F,A,S

**F = First Regular Session A = Annual Session S = Second Regular Session** = for dec

<sup>1</sup>For WFP, this is more “Internal Oversight” as Internal Audit and Investigations and Inspections report to the Inspector General who issues an annual report to the Board.

<sup>2</sup>For UN-Women and UNOPS, they are on two-year budget cycles, so in September 2019, the respective Boards will review UN-Women’s Integrated Budget for 2020-2021 and UNOPS’ biennial budget estimates for 2020-2021. For WFP, they are on a three-year budget cycle with the “Management Plan” being approved during the second regular session.

<sup>3</sup>UNDP: Statistical Annex to Annual Report and part of that decision.

UNFPA: Statistical and financial review are combined and part of the annual report of the Executive Director decision.

UNOPS: Annual Statistical Report on United Nations Procurement.

UNICEF: Data companion and scorecard as part of the annual report of the Executive Director.

UN-Women: Data companion and scorecard as an annex of the Executive Director’s annual report

WFP: Statistical report on performance as part of Annual Performance Report presented at the annual session.

<sup>4</sup>UNDP: Annual Review of the Financial Situation and part of the Structured Funding Dialogue decision.

UNFPA: Statistical and financial review are combined and part of the Annual Report of the Executive Director decision.

UNICEF: Financial Report and Audited Financial Statements.

UN-Women: Financial report and audited financial statements are presented together with the report of the Board of Auditors; Overview of financial results as an annex of the Executive Director’s annual report.

WFP: Audited Annual Accounts.

<sup>5</sup>UNDP: Status of Regular Funding Commitments and part of the Structured Funding Dialogue decision.

UNFPA: Report on contributions by Member States and others and revenue projections is part of the Structured Funding Dialogue decision.

UNICEF: Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 and part of that agenda item.

UN-Women: report on the Structured Funding Dialogue on Financing and part of that decision.

<sup>6</sup>For UNDP, UNFPA and UNOPS, this is for decision at the first regular session 2019, but the action to be taken for the other sessions is TBC.

**C. Mapping of scenarios (per agency/entity) and analysis of the benefits, should the number of sessions be reduced from three to two (first regular and annual), including the possibility to add the days of the second annual session to the other two sessions, also taking into account field visits and any potential associated costs; propose alternative dates for Board sessions, should the three formal Executive Board sessions per year be maintained**

The secretariats have prepared a draft schedule as an outline that includes three formal sessions in the first half of the year. The schedule below seeks to provide an overview of a possible timeline to base further conversations on this proposal. The joint field visit and the field visits of the respective agencies/entities can alternatively be scheduled at a different time of the year. The Secretariats would like to draw the attention to the following:

- The probability of overlapping with official United Nations prominent events and meetings (i.e., Commission on the Status of Women, Commission on Population and Development, Operational Activities for Development segment of the Economic and Social Council)
- According to the Rules of Procedure, documents should be online four weeks in advance of the session for UN Women<sup>12</sup> and WFP<sup>13</sup>, and 6 weeks in advance for UNDP/UNFPA/UNOPS<sup>14</sup> and UNICEF and usually finalized eight weeks in advance to allow for translation and finalization of the documents. The schedule below will not allow enough time between sessions to finalize quality documents presented at the Executive Boards.
- In the current calendar, the pre-sessions and informal briefings take place in mid-January. Moving sessions earlier might not be possible given that most delegations are often depleted during the first two weeks of January.

[Mock Schedule]

Organization	Election of Bureau	First regular session	Annual session	Second regular session
JMB			Late March/Early April	
UN-Women	Jan	Feb	April	June
UNDP/UNFPA/UNOPS (ECOSOC Chamber)	Dec	Feb	April	June
UNICEF	Jan	Feb	April	June
Pre-Session		TBC	TBC	TBC

<sup>12</sup> Rules of Procedure: Rule 5. No. 7. The official documentation relating to items of the provisional agenda shall be available to all Member States of the United Nations in the official languages at least four weeks before the date of the opening meeting of a session.

<sup>13</sup> Rules of Procedure: Rule III.6: The Executive Director shall submit documentation relating to items on the provisional agenda, in the languages of the Board in accordance with Rule XIV, to the members of the Board, the United Nations and FAO, normally four weeks before the beginning of a session, and to observers participating in its sessions upon request. The documentation shall clearly present the issues proposed for decision by the Board.

<sup>14</sup> UNDP/UNFPA/UNOPS Executive Board Rules of Procedure, Section III, Rule 5.7

## UNDP, UNFPA and UNOPS

The three agencies explored the feasibility of reducing the number of sessions from three to two. They are committed to be guided by Board members in order to not decrease accountability and oversight of the agencies by the Board. Please refer to attachment IV for the UNDP, UNFPA, and UNOPS analysis of the implications of the reduction of the formal sessions/removal of the second regular session.

**UNDP, UNFPA, UNOPS (outline of sessions is consolidated for all three agencies (pp. 1–4), while there are separate inputs for the mapping of substantive areas (pp. 5–10))**

**Outline of current formal sessions and mandated/official documentation (with hyperlinks to the respective decisions/resolutions/rules of procedure, as appropriate)**

### **First regular session:**

#### UNDP segment:

- Interactive dialogue with the UNDP Administrator
- Country programmes and related matters
  - Country programme documents as relevant
- Evaluation
  - Evaluations to be reviewed

#### UNFPA segment:

- Statement by the Executive Director
- Country programmes and related matters
  - Country programme documents as relevant
- Evaluation
  - Evaluations to be reviewed with management responses

#### UNOPS segment:

- Statement by the Executive Director

#### Joint segment:

- Organizational matters and other matters
  - Annual Workplan of the Board for the year
- Recommendations of the Board of Auditors
  - Report of UNDP on the status of implementation of the recommendations of the Board of Auditors for 2017
  - Follow-up to the report of the United Nations Board of Auditors for UNFPA: status of implementation of the recommendations (EB decision 97/2)
  - Report of UNOPS on the status of implementation of the recommendations of the Board of Auditors (EB decision 1997/23)

## **Annual Session**

### UNDP segment:

- Interactive dialogue with the UNDP Administrator
- Annual Report of the Administrator on Results for the year and progress on the Strategic Plan (including UNDP Report on JIU recommendations and Statistical annex and status of the Common Chapter)
- Gender equality at UNDP
- Annual report on the implementation of the UNDP Gender Equality Strategy
- Human Development Report (oral report)
- Country programmes and related matters
- Country programme documents as relevant
- Evaluation
- Annual report on evaluation
- Evaluations to be reviewed and management responses
- UNCDF
- Annual report on results achieved by UNCDF
- UNV
- UNV Annual report of the Administrator

Note: Also, at the mid-point of each Strategic Plan cycle, UNDP has the following:

- Midterm Review of the UNDP Strategic Plan
- Midterm Review of the UNDP Integrated Resources Plan and Integrated Budget

### UNFPA segment:

- Statement by the Executive Director and Annual Report of the Executive Director
- Implementation of the UNFPA strategic plan: Report of the Executive Director (including two addenda: Statistical and Financial Review & JIU recommendations (GA resolution 59/267))
- Country programmes and related matters
- Country Programme Documents as relevant
- Evaluation
- Annual report on the evaluation function: Report of the Director, Evaluation Office (UNFPA evaluation policy [DP/FPA/2013/5 & DP/FPA/2019/1])
- Evaluations to be reviewed and management responses, including the Quadrennial budgeted evaluation plan every 4 years

Note: Also, at the mid-point of each Strategic Plan cycle, UNFPA has the following:

- Midterm Review of the UNFPA Strategic Plan
- Midterm Review of the UNFPA Integrated Budget

### UNOPS segment

- Statement by the Executive Director and Annual report of the Executive Director (including Annual report on the recommendations of the Joint Inspection Unit (GA resolutions 59/267 and 62/246))
- Annual Report of the Executive Director (EB decision 1994/32)

### Joint segment:

- Organizational matters and other matters

- Internal audit and investigations
  - Report of the Director, Office of Audit and Investigation Services, on UNDP internal audit and investigation activities in 2018, Report of the UNDP Audit and Evaluation Advisory Committee, and management response
  - Report of the Director, Office of Audit and Investigation Services, on UNFPA internal audit and investigation activities in 2018, Report of the UNFPA Audit Advisory Committee, and management response (including two addenda: OAIS opinion on GRC & AAC/OAC report) (EB decisions 2015/2 & 2015/13)
  - Report of the Director, Internal Audit and Investigations Group, on UNOPS internal audit and investigations activities in 20xx (EB decision 2008/37), and management response (including Annual report of the Audit Advisory Committee (EB decision 2008/37) (EB decision 2005/19)
- Reports of UNDP, UNFPA, and UNOPS Ethics Offices
  - Reports of the Ethics Offices of UNDP
  - Report of the Ethics Office for UNFPA (EB 2010/17)
  - Annual report of the Ethics Officer of UNOPS (EB decision 2010/17), and management response (EB decision 2012/19)
- Working methods of the Executive Board
- Update on the implementation of General Assembly resolution 72/279 on the repositioning of the UN development system

## **Second Regular Session**

### UNDP segment:

- Interactive dialogue with the UNDP Administrator
- Structured funding dialogue
  - Annual review of the financial situation
  - Status of regular funding commitments to UNDP and its funds and programmes for 2019 and onwards
- Country programmes and related matters
  - Country Programme Documents as relevant
- Evaluation
  - Evaluations to be reviewed and management responses

Note: Also, once every 4 years, UNDP has the following:

- UNDP Strategic Plan
- UNDP Integrated Resources Plan and Integrated Budget

### UNFPA segment:

- Statement by the Executive Director
- Structured funding dialogue
  - Report on contributions by Member States and others to UNFPA and revenue projections for current and future years (EB decisions 99/5, 2000/9 & 2016/18)
- Country programmes and related matters
  - Country Programme Documents as relevant

Note: Also, once every 4 years, UNFPA has the following:

- UNFPA Strategic Plan
- UNFPA Integrated Budget (EB decision 2017/24) including ACABQ report on UNFPA revised integrated budget for 2018-2021 (UNFPA financial regulation 11.10)

UNOPS segment:

- Statement by the Executive Director
- Annual statistical report on the procurement activities of the United Nations system for the previous year (EB decision 2007/38)

Note: Also, once every 4 years, UNOPS has the following:

- Midterm review of the Strategic Plan (at mid-point of strategic plan period)
- UNOPS Strategic Plan

Note: Also, once every 2 years, UNOPS has the following:

- UNOPS biennial budget estimates (EB decision 1994/32) (including Report of ACABQ on UNOPS biennial budget estimates)

Joint segment:

- Organizational matters and other matters
- Draft Annual Workplan of the Board for the upcoming year
- Financial, budgetary, and administrative matters
- Report of UNDP, UNFPA and UNOPS on joint procurement activities (EB decision 2012/25)
- Follow up to the UNAIDS Programme Coordinating Board meeting
- Joint UNDP and UNFPA report on the implementation of the decisions and recommendations of the Programme Coordinating Board of UNAIDS
- Field visits
- Report of the field visit by Executive Board of UNDP, UNFPA and UNOPS
- Report of the joint field visit of the Executive Boards of UNDP, UNFPA and UNOPS, UNICEF, UN-Women and WFP
- Update on the implementation of General Assembly resolution 72/279 on the repositioning of the UN development system

## UNDP

### Mapping by the substantive areas, e.g., budget, evaluation, audit, programme

*(Please list the advantages and disadvantages per division/substantive area, to reflect the entirety of the agency/entity in a consolidated manner)*

	<i>Advantages/Benefits</i>	<i>Disadvantages</i>
<i>Practical Implications</i>	<p><u>Overall:</u></p> <ul style="list-style-type: none"> <li>-Better attendance and focus on issues at both informal and formal sessions due to Board members not being involved with GA preparations</li> <li>-Opportunity to streamline agenda and revisit items that could be moved from the formal agenda to informal consultations</li> <li>-Better spacing between formal sessions (every 6 months) as opposed to 6 months between First and Annual and only 3 between Annual and Second.</li> </ul> <p><u>Programmatic</u></p> <ul style="list-style-type: none"> <li>-Consolidation of review of more Country Programme Documents at each session</li> <li>-Possibility to have discussion of Country Programme Documents take place solely during informal consultations, but in advance of finalization of the CPDs (unlike the current practice), with formal approval via a quick gavel during the First or Annual Sessions.</li> <li>-More time for finalization of the Strategic Plan if a 1-2-day special session (or exceptional Second Regular Session) for the Strategic Plan and budget can be convened once every 4 years later in the year, including more time for</li> </ul>	<p><u>Overall:</u></p> <ul style="list-style-type: none"> <li>-If more days are added to the First and Annual sessions, this may lead to Board fatigue with these longer sessions.</li> <li>-Board members from capital will need to stay in NY longer and away from their work in capital, but this may be beneficial instead of making a separate trip to NY later.</li> </ul> <p><u>Programmatic</u></p> <ul style="list-style-type: none"> <li>-While Country Programme Documents have always been presented in all 3 sessions, the preference has been for the Second Regular Session as they are approved in Sept. and then start implementation in Jan. Shifting the approval of all CPDs to the First and Annual means either very early preparation for the ones going to the Annual or the slightly later start date for the ones going to the First Regular Session.</li> <li>-The Strategic Plan is traditionally approved during the Second Regular Session, so this would mean the need to either convene a 1-2 day special session (or exceptional Second Regular Session) once every 4 years toward the end of the year or approve it in January, which means a slightly later implementation start date.</li> </ul> <p><u>Budgetary</u></p> <ul style="list-style-type: none"> <li>-UNDP would need to ask ACABQ to shift its normal report writing schedule and meetings with UNDP to later in the year, but there is precedent for this with the Nov. 2017 Special Session where the budget was approved and other times when the budget was approved in Jan.</li> <li>-If the budget is approved in January as opposed to a special or exceptional Second Regular Session, then that would mean the budget comes into effect</li> </ul>

	<p>informal Board discussions.</p> <p><u>Budgetary</u>          -More time for finalization of the budget if a 1 day special session (or exceptional Second Regular Session) for the Strategic Plan and budget can be convened once every 4 years later in the year, including more time for informal Board discussions.</p>	<p>later in the year as opposed to right at the start. This has been addressed in the past by having the Board issue text in a decision in a prior session, granting UNDP the authority to access an extra 3 months equivalent of the current period's budget to cover costs for first few months of the new year, which will then be collapsed within the future EB approved budget.</p>
<i>Cost Implications</i>	<p>-Savings to UNDP, UNFPA, and UNOPS of \$2320.00, which is the cost of a 1-week Board session.</p> <p>-There are other costs borne directly by the UN Secretariat (DGACM) in terms of interpreters, technical engineers, etc. that would also reduce the costs incurred overall by the UN.</p>	<p>-More informal consultations may need to be convened if there is more time in between sessions, and this comes at a cost of \$260 per informal. There will be cost savings with the reduction of 1 session, but if there is a significant increase in informals, then those savings may be off-set by the additional cost of more informals.</p>
<i>Other, if any.</i>		

## UNFPA

### Mapping by the substantive areas, e.g., budget, evaluation, audit, programme

(Please list the advantages and disadvantages per division/substantive area, so as to reflect the entirety of the agency/entity in a consolidated manner)

	<i>Advantages/Benefits</i>	<i>Disadvantages</i>
<i>Practical Implications</i>	<p>- <i>AUDIT, EVALUATION, ETHICS</i> Oversight (Audit &amp; Investigations/ Evaluation/Ethics) annual reports are all presented at the same session (June) as the Annual Report of the Executive Director. This allows for comprehensive annual oversight by the Board.</p> <p>- <i>BUDGET, FINANCIAL</i> Budget and financial reports are generally presented at the second regular session (September). This allows for their timely consideration, as the financial books of UNFPA close on 1 April.</p> <p>- <i>PROGRAMME</i> The one-session review of new CPDs has effectively led to most CPDs being presented at the second regular session (September), the latest session before the new programmes usually begin, on 1 January of the following year.</p>	<p>- <i>AUDIT, EVALUATION, ETHICS</i> This is the bulk of the oversight work of the Board and benefits from being reviewed together with the progress of the implementation of the strategic plan.</p> <p>- <i>BUDGET, FINANCIAL</i> The financial books of UNFPA close only on 1 April. This means there is not enough time, due to documentation &amp; translation timelines, to present the financial and budget reports at the annual session. The earliest session would be for the first regular session of the following year, leading to a 9-month lag in reviewing the financials.</p> <p>- <i>PROGRAMME</i> Moving the presentation of new CPDs forward to the annual session would disrupt the in-country planning cycles forcing the programmes to be ready nearly 1 year (due to the preview process) before they are started. The alternative, to move the presentation back to first regular session of the year the country programmes are to start, would be possible and bring the programming and Board review processes closer together. However, it would mean that the Board would have to modify its review and approval process, so that new CPDs are approved (on a no objection basis) by 31 December, rather than at the first regular session itself.</p>
<i>Cost Implications</i>	-Savings to UNDP, UNFPA, and UNOPS of \$2320.00, which is the cost of a 1-week Board session.	The reduction of a session will lead to a need of organising additional informal consultations and briefings. This comes at a cost

	-There are other costs borne directly by the UN Secretariat (DGACM) in terms of interpreters, technical engineers, etc. that would also reduce the costs incurred overall by the UN.	of \$260 per informal.
<i>Other, if any.</i>	<i>N/A</i>	<i>N/A</i>

## UNOPS

### Mapping by the substantive areas, e.g., budget, evaluation, audit, programme

*(Please list the advantages and disadvantages per division/substantive area, so as to reflect the entirety of the agency/entity in a consolidated manner)*

	<i>Advantages/Benefits</i>	<i>Disadvantages</i>
<i>Practical Implications</i>	Better attendance due to Board members not being involved with GA preparations	<p><b>Working arrangements</b></p> <p>Unless the number of items to cover is reduced, longer sessions would be needed. This could lead to drawn out sessions and potential “Board fatigue.” At the same time any cost savings would be marginal.</p> <p><b>Budget</b></p> <p>Earlier finalization of budget estimates would require realignment of ACABQ meeting and reporting timelines. However, the report could potentially be moved forward to the following first regular, while ensuring sequencing in alignment with strategic planning and review.</p>

		<p><b>Strategic planning and review</b></p> <p>Earlier finalization of strategic plans and midterm reviews would mean that analysis and conclusions therein would be less current. However, the reports could potentially be moved forward to the following first regular, while ensuring sequencing in alignment with budget estimates.</p> <p><b>Procurement statistics</b></p> <p>Annual Statistical Report on United Nations Procurement is based on input for all entities in the UN system. Earlier finalization is subject to the associated external dependencies. However, the report could potentially be moved forward to the following first regular.</p>
<i>Cost Implications</i>		<p>Only <b>marginal cost savings</b> expected, as the same documentation is still produced and discussed, i.e. time and effort would be re-allocated to other sessions, but not reduced. (see above point under practical implications)</p>
<i>Other, if any.</i>		

## UN-Women

To better inform on the potential implications of reducing the number of formal Executive Boards sessions per year (removal of the Second Regular Session), and in response to the core group's request, UN-Women's Secretariat sought inputs from the agencies/entities.

The UN-Women Executive Board Secretariat convened an UN-Women inter-divisional workshop to explore the benefits and implications on reducing the number of Executive Board sessions from 3 to 2, by the means of removing the Second Regular Session Executive Board. The following findings and recommendations are the result of the input from the Independent Evaluation and Audit Services, Department of Management Affairs, Executive Director Office, Strategic Partnership Division, Programme Division, amongst others, as well as the Executive Board Secretariat.

Summary: UN-Women's overall assessment is that, as a smaller entity with relatively short formal sessions of the Executive Board, the reduction of sessions from 3 to 2 would be beneficial to UN-Women. It would allow UN-Women to engage in more compressed and efficient preparations for the Executive Board sessions, resulting in more efficient presence of Members States delegations (i.e. two rather than three preparations a year). It is expected that the 2-session option could free up time and resources for the agency, although it does not imply significant financial cost savings.

The First Regular Session is often one-day long with no official report presented and as such provide potential space for flexibility. UN-Women could consider moving some agenda items to earlier in the year and would recommend increasing the number of informal briefings throughout the year, while focusing on increased harmonization with the other Boards. This could accommodate the reduction of formal sessions keeping in mind the fixed number of formal agenda items as well as the workload and deadline related to official documentation.

### **Findings and suggestions**

The main areas of concern pertain to the quadrennial Strategic Plan and the Roadmap, the biannual Budget and need to ensure that the meta-analysis for recurring evaluation reports remain up to date.

The suggestion of removing of the Second Regular Session could 1) be counter-balanced by an increased number of informal briefings, 2) make use of the practice of calling for a 'resumed session' when needed, such as in the case of the Strategic plan every fourth year and the budget every second year and 3) present recurring meta-analysis reports during the Annual Session in June alongside the Annual evaluation report.

## **1. Reducing formal sessions can be counter-balanced with an increased number of informal briefings**

To allow the Board to focus on matters that require Executive Board decisions, UN-Women encourages considering reducing the number of country briefings to one per year during the proposed two formal sessions and this could be combined with a thematic/policy briefing as part of increased coherence between the Policy and Programme Divisions in-house. UN-Women also suggests that thematic evaluations could be held as an informal briefing rather than part of the formal session.

## **2. ‘Resumed Session’ (One morning segment biannually for the adoption of the Integrated Budget and quadrennially for the Strategic Plan held in November)**

The option of calling for a ‘resumed session’ in the late autumn (i.e. November) for the adoption of certain key documents such as the Integrated Budget and the Strategic Plan could be considered.

**Integrated Budget:** The Integrated Budget is normally presented at the Second Regular Session. The budget will in this scenario have to be endorsed mid-year instead of in the final quarter as in the past. As this is a few months earlier than usual, some of the information on the budgetary requirements for the biennium might not yet be available at this time, as this removes the consideration of the Budgets farther from their effective start date on 1<sup>st</sup> January. The Entity would prefer to approve the Integrated Budget closer to the implementation year, as per current practice, to avoid a disconnect from the realities in the field and the budget. A short proposed ‘resumed session’ provides a solution to this challenge.

**The Strategic Plan:** The removal of Second regular session will have implications on the timing of the adoption of the Strategic Plan. UN-Women currently present the draft in June and subsequently adopt during the Second Regular Session, which might have to be moved to the First Regular Session (i.e. draft presented at the Annual Session in June 2020 and the Strategic plan ready in January 2021). An alternative solution is to hold an informal briefing on the draft, and if needed, use the practice of holding a ‘resumed session’ in November every fourth year for the adoption. With only two years of implementation prior to presentation, this would allow for less time for lessons learned to be incorporated in the following strategic plan and in this sense a ‘resumed session’ in the late autumn is a good alternative.

**Roadmap of the Strategic Plan:** Suggestions were made with regards to the Strategic Plan Roadmap. An alternative is for the Roadmap to be presented at an informal briefing a year in advance of the Strategic Plan. The Roadmap would then be presented as a conference room paper, rather than an official document.

### 3. Meta-data/analysis in evaluations

As for most divisions, the work of the Independent Office of Evaluations and Audit Services (IEAS) will be more concentrated with regards to preparations for formal sessions (i.e. preparations two times a year rather than three). It would also result in more evaluation presentations/reports per session (i.e. evaluation reports that would normally be spread across three meetings would be condensed into two). The meta-analysis on recurring evaluation findings as well as humanitarian evaluation reports that are currently presented at the Second Regular Session, would have to be moved to the First Regular Session and will therefore be slightly outdated.

To rectify potential issue on ‘outdated’ recurring meta-analysis report going forward Independent Evaluation and Audit Services (IEAS) could in 2020 seek to advance its work to present alongside the annual report during the Annual Session in June.

## WFP

The reduction of the number of sessions is not applicable to WFP in the same manner as for the New York-based entities, as WFP hosts substantial sessions that are scheduled around the joint calendar of the Rome-based UN Agencies for Food and Agriculture (FAO Council and FAO Conference, IFAD Executive Board and IFAD Governing Council, WFP Executive Board) and it is important that any proposed amendment to the working methods of the Executive Boards specifies, for each item, whether the proposal is intended to apply to WFP in Rome.

## UNICEF

### Outline of current statutory agenda items for the formal sessions

#### **First regular session:**

##### Organizational and procedural matters:

Election of the President and Vice-Presidents of the Executive Board (usually takes place in January and it is considered part of the first regular session)

##### Programme and policy matters:

Country programme cooperation

(a) Country programme documents

(b) Extensions of ongoing country programmes

Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS)  
Programme Coordinating Board meetings  
Update on UNICEF humanitarian action

Evaluation, audit and oversight matters:

Evaluation reports and management responses

Resource, financial and budgetary matter:

UNICEF financial report and audited financial statements and report of the Board of Auditors, and management responses  
Private Fundraising and Partnerships: annual workplan and proposed budget

Other matters

Provisional list of agenda items for the annual session

**Annual session**

Programme and policy matters:

Annual report of the Executive Director of UNICEF  
UNICEF report on the recommendations of the Joint Inspection Unit (this report is considered under the previous agenda item)  
Annual report on UNICEF humanitarian action  
Annual report on the implementation of the UNICEF Gender Action Plan  
Country programme cooperation  
(a) Country programme documents  
(b) Extensions of ongoing country programmes

Evaluation, audit and oversight matters:

Annual report on the evaluation function in UNICEF, and management response  
Evaluation reports and management response  
Report of the Ethics Office of UNICEF, and management response  
Office of Internal Audit and Investigations annual report to the Executive Board, and management response  
UNICEF Audit Advisory Committee annual report

Other matters

Reports of the field visits of the Executive Board

Address by the Chairperson of the UNICEF Global Staff Association  
Provisional list of agenda items for the second regular session

**Second regular session**

Organizational and procedural matters:

Proposed programme of work for Executive Board sessions in the following year

Programme and policy matters:

Country programme cooperation

(a) Country programme documents

(b) Extensions of ongoing country programmes

Structured dialogue on financing the results of the UNICEF Strategic Plan

Oral update on UNICEF humanitarian action

Evaluation, audit and oversight matters:

Evaluation reports and management response

Resource, financial and budgetary matters:

UNICEF Strategic Plan: updated financial estimates

Private Fundraising and Partnerships: financial report for the previous year

Other matters

Provisional list of agenda items for the first regular session of the following year

Reports of the field visits of the Executive Board

## UNICEF

### Mapping by the substantive areas, e.g., budget, evaluation, audit, programme

(Please list the advantages and disadvantages per division/substantive area, so as to reflect the entirety of the agency/entity in a consolidated manner)

	<i>Advantages/Benefits</i>	<i>Disadvantages</i>
<i>Practical Implications</i>	<p><u>Overall:</u></p> <ul style="list-style-type: none"> <li>- Better attendance and focus on issues at both informal and formal sessions due to Board members not being involved with General Assembly preparations. Currently, delegations, especially in small missions, are also overstretched in September with the preparations for the high-level week of the General Assembly.</li> <li>- Opportunity to streamline agenda and revisit items that could be moved from the formal agenda to informal consultations.</li> <li>- Better spacing between formal sessions.</li> <li>- The short time frame between the annual session in June and the second regular session in September for the turnaround of documents would be improved. Currently the documentation deadlines associated with the second regular session frequently coincide with the dates of the annual session.</li> <li>- The time saved during the session could be used for a shorter one-day joint session of the Boards that could replace the existing joint meeting of the Boards, which could gather all the Boards together in one place to discuss issues of joint relevance and interest</li> </ul>	<p><u>Overall:</u></p> <ul style="list-style-type: none"> <li>- Some adjustments to the programme of work might be required in order to move some of the statutory agenda items currently in the second regular session to one of the other two sessions.</li> </ul> <p><u>Programme and policy matters:</u></p> <ul style="list-style-type: none"> <li>- While CPDs have always been presented at all three sessions, the preference has been for the second regular session in September, the last session of the year, in order to have as much preparation time as possible and still be able to start implementation in January. The Board may need to consider alternative ways or times to formally gavel the CPDs. The latter could mean either early preparation for CPDs presented at the annual session or a slightly later start date for the CPDs presented at the first regular session.</li> <li>- The Strategic Plan is traditionally approved during the second regular session, so this would entail the need to either convene a one-to-two-day special session (or exceptional second regular session) once every four years towards the end of the year or approve the Strategic Plan in January,</li> </ul>

	<p>for UNDP, UNFPA, UNOPS, UNICEF, UN-Women and WFP, such as cost recovery. This could promote inter-agency efficiency, coherence, oversight, accountability and collaboration, while keeping the autonomy and independence of each Board</p> <p><u>Programme and policy matters:</u>          -The country programme document (CPD) submissions to the Executive Board during the second regular session, can continue to be approved online as it is done now on a non-objection basis (the UN-Women Executive Board does not approve CPDs). Therefore, the country programming process between national Governments and UNICEF at the field level does not need to be disrupted.          - Consolidation of review of more CPDs at each session.          - Possibility to have discussion of CPDs take place solely during informal consultations, with formal approval via a quick gavel during the first regular session or the annual session.</p> <p><u>Evaluation, audit and oversight matters:</u>          -The number of session is not necessarily equivalent to more or less accountability and oversight by the Executive Board. For instance, the same evaluation, audit and oversight agenda items would remain on the</p>	<p>which means a slightly later implementation start date.</p> <p><u>Evaluation, audit and oversight matters:</u>          - The evaluation, audit and oversight agenda items would be considered twice a year instead of three times a year, as is currently the case.</p> <p><u>Resource, financial and budgetary matters:</u>          - If the budget is not approved in September but instead at the first regular session of the following year, that would mean that the budget comes into effect later in the year as opposed to right at the start.</p>
--	--	--

	<p>agenda of the Board for the other two sessions.</p> <p><u>Resource, financial and budgetary matters:</u>          -The resource, financial and budgetary matters could be shifted to one of the other two sessions with some adjustments to the programme of work, so that the same information would be available in alternative ways.</p>	
<p><i>Cost Implications</i></p>	<p>- By reducing the number of sessions, the Board could create significant efficiencies in terms of costs and other implications. For instance, although UNICEF is not directly charged for the costs of conference room-related services and interpretation at the United Nations, these costs are estimated to be around \$50,000 for a three-hour meeting (i.e., \$100,000 for each day of the Board session) plus significant staff time for the preparation of each session.</p>	<p>- More informal briefings may need to be convened if there is more time in between sessions.</p>

#### **D. Proposed rotation scheme for the sequencing of future sessions of the Executive Boards**

Member of the core group sought clarifications on the order of formal session and on why the Board of UNDP/UNFPA/UNOPS is usually scheduled first. The Coordination Division of DGACM of the United Nations Secretariat assigns session dates to the respective Funds and Programmes based on a planning exercise balancing all the of UN events scheduled in the premises of the United Nations Headquarters. DGACM proposes dates for the formal meetings of the Executive Boards and communicates the draft biennial calendar the agency secretariats.

After the request from the Core Group, the Executive Board Secretariats met with the DGACM on the possibility of holding Executive Boards' formal sessions consecutively and to ensure that a different agency starts the meeting cycle on an annual rotation basis for 2020 and 2021. In working with DGACM, the secretariats have ensured the schedule is as consecutive as possible (considering other GA mandated meetings), and the schedule is now on an annual rotation basis.

The Secretaries of the Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women,<sup>15</sup> in consultation with DGACM, herewith present a biennial draft calendar, which includes a rotation of the order of the Executive Boards. In the table below, the order of agencies/entities alternate on an annual basis.

<b><u>2020</u></b>				
<b>Organization</b>	<b>Election of Bureau</b>	<b>1st Regular Session</b>	<b>Annual Session</b>	<b>2nd Regular Session</b>
JMB			1 Jun	
UNICEF	14 January, 10:00–11:30 a.m.	3–6 February	2–5 June	1–4 September
UN-Women	14 January, 11:30 a.m.–13:00 p.m.	7 February	8–10 June	8–10 September
UNDP/UNFPA/UNOPS (ECOSOC Chamber)	6 December, 2019 10:00 –11:00 a.m.	10-14 February	22–26 June	14–18 September
Pre-session		TBC	TBC	TBC

<sup>15</sup> The WFP governing body calendar is planned in consultation with FAO and IFAD. The First Regular Session usually takes place in February when the Bureau is elected, the Annual Session in June and the Second Regular Session in November.

<b>Organization</b>	<b>Election of Bureau</b>	<b><u>2021</u> 1st Regular Session</b>	<b>Annual Session</b>	<b>2nd Regular Session</b>
JMB			1 Jun	
UN-Women	12 January, 11:30 a.m.– 13:00 p.m.	5 February	2–4 June	1–3 September
UNDP/UNFPA/UNOPS (ECOSOC Chamber)	7 December 2020, 10:00– 11:00 a.m.	8–12 February	7–11 June	7–10 September
UNICEF	12 January, 10:00–11:30 a.m.	16–19 February	14–17 June	13–17 September
Pre-session		TBC	TBC	TBC

**E. Cost analysis of the two-last joint field visits and the two previous visits of each agency to inform discussions.**

**COSTS EXECUTIVE BOARD FIELD VISITS, 2017–2018**

The destination for the annual field visit of the Executive Board is selected by the respective Bureaux, in consultation with the regional groups and with the concurrence of the concerned Government. The destination of the joint field visit of the Executive Boards is agreed by the four Bureaux (UNDP/UNFPA/UNOPS, UN-Women, UNICEF and WFP). It is also important to note that there is a geographical rotation. Therefore, the costs can vary significantly from region to region and from country to country. Other factors, such as the number of participants, modality of in-country travel (depending on the size of the country and areas visited), may also affect the cost of the visit.

**UNDP/UNFPA/UNOPS**

**2018**

Type	Destination	Dates	Travel costs (flight and DSA)	Other costs*	Total overall cost
Executive Board visit	Haiti	24-30 June	\$15,515.28	\$24,414.07	\$39,929.35
Joint field visit	Uganda	30 April-4 May	\$80,435.71	\$84,890.41	\$165,326.12

**2017**

Type	Destination	Dates	Travel costs (flight and DSA)	Other costs*	Total overall cost
Executive Board visit	Peru	Cancelled			
Joint field visit	Nepal	16-21 April 2017	\$31,214.42	\$24,274.89	\$55,489.31

NB: The figures for the Executive Board field visit for 2016 are included (below) to provide for another board visit since the board visit in 2017 to Peru was cancelled.

**2016**

Type	Destination	Dates	Travel costs (flight and DSA)	Other costs*	Total overall cost
Executive Board visit	Guinea	11-15 April 2016	\$73,706.68	\$14,539.00	\$88,245.68

**UN-Women****2018**

Type	Destination	Dates	Travel costs flight, DSA, TR	Other costs*	Total overall cost
Joint Field visit	Uganda	29 April - 4 May 2018	\$40,228.00	\$13,372.45	\$53,600.45
UN-Women Executive Board's field visit	Malawi	5 – 10 May 2018	\$14,821		\$14,821.00

**2017**

Type	Destination	Dates	Travel costs flight, DSA, TR	Other costs*	Total overall cost
Joint Field visit	Nepal	17 – 21 April 2017	\$23,229.18	\$18,210.00	\$41,439.18
UN-Women Executive Board's field visit	India	22– 26 April 2017	\$3,482.76	\$8,365.59	\$11,848.35

**N.B.** Flights includes costs from joint field visit as UN-Women combines the two visits as per the Executive Board decision.

**WFP**

**2018**

<b>Type</b>	<b>Destination</b>	<b>Dates</b>	<b>Travel costs (flight and DSA)</b>	<b>Other costs*</b>	<b>Total overall cost</b>
Joint field visit	Uganda	30 April-4 May 2018	\$31,482.86	\$13,372.45	\$44,855.31
Executive Board Visit	Turkey and Lebanon	21-27 October 2018	\$11,306.22**	\$18,611.51	\$29,917.73

\*\* Does not include costs of ground transportation and meals provided for official hosted lunch/dinners for 13 travelers (including Secretary) whereby the DSA is deducted accordingly – considered other costs. It does include cost of accommodation for travelers that was prepaid on their behalf with their DSA also deducted accordingly.

**2017**

<b>Type</b>	<b>Destination</b>	<b>Dates</b>	<b>Travel costs (flight and DSA)</b>	<b>Other costs*</b>	<b>Total overall cost</b>
Joint field visit	Nepal	16-21 April 2017	\$17,755.70	\$8,091.63	\$25,847.33
Executive Board Visit	West Africa – Mali, Sierra Leone, Guinea and Liberia	18-28 November 2017	\$38,722.28**	\$19,929.25	\$58,651.53

\*\* Includes costs of UNHAS flight (originating out of Bamako) of \$23,803.69, does not include costs of ground transportation and meals provided for official hosted lunch/dinners for seven (7) travelers (including Secretary) whereby the DSA is deducted accordingly – considered other costs. It does include cost of accommodation for travelers that was prepaid on their behalf with their DSA also deducted accordingly.

## UNICEF

### 2018

Type	Destination	Dates	Travel costs (flight and DSA)	Other costs*
Executive Board visit	Dominican Republic and Haiti	14-24 March 2018	\$20,292	\$15,960
Joint field visit	Uganda	30 April-4 May 2018	\$41,368	\$14,332
Bureau visit**	Bhutan	17-22 April 2018	\$49,979	\$6,460

### 2017

Type	Destination	Dates	Travel costs (flight and DSA)	Other costs*
Executive Board visit	Egypt and Lebanon	21-30 March 2017	\$46,052	\$840
Joint field visit	Nepal	16-21 April 2017	\$58,260	\$840
Bureau visit**	South Africa and Lesotho	3-10 March 2017	\$39,868	\$840

The annual field visit of the UNICEF Executive Board is organized in accordance with the field visit guidelines ([E/ICEF/2004/19](#)) adopted by the Board in decision [2004/13](#).

\*“Other costs” include in-country costs and costs related to the Greening Initiative.

\*\* In accordance with decision 2018/14, the yearly Bureau field visits were discontinued effective 2019.

## F. Comparative overview structure table of the Rules of Procedure of the four Executive Boards

### COMPARATIVE TABLE OF RULES OF PROCEDURE

The matrix below is designed to provide a visual comparison of the rules of procedure of the different Executive Boards. The headlines in the left column have been labelled so as to cover the rules of all four entities. There are some cases where no provision has been made by an individual entity. In this case “no provision made” is entered. Furthermore, the rules of procedure do not always fall under the same headings for the different entities. For example, the rule on a quorum falls under both conduct of business and voting.

	UNICEF <sup>16</sup>	UNDP/UNFPA/UNOPS <sup>17</sup>	UN-WOMEN <sup>18</sup>	WFP <sup>19</sup>	
<b>Sessions</b>					
<ul style="list-style-type: none"> <li><b>Annual sessions</b></li> </ul>	The Board shall meet in an annual session (currently one) (Rule 1)	I. Rule 1 1. The Executive Board shall meet in an annual session, at such time and duration as it determines.	Rule 1  1. The Executive Board shall meet in an annual session, at such time and duration as it determines.	5. The Board shall hold an annual session and such regular sessions as it considers necessary and, in exceptional circumstances, may hold special sessions on request submitted in writing by at least one third	1. The Executive Board shall hold its annual session at such time and for such duration as it may determine. (Rules of Procedure of the Executive Board, Rule I)
<ul style="list-style-type: none"> <li><b>Regular sessions</b></li> </ul>	The Board may hold regular sessions (currently two) between the annual sessions by	I. Rule 1 2. The Executive Board shall meet in regular sessions between the	Rule 1  2. The Executive Board shall meet in		2. The Executive Board shall, between the

<sup>16</sup> [Rules of procedure, 20 May 1994 \[E/ICEF/177/Rev.6\].](#)

<sup>17</sup> [Rules of procedure, January 2011 \[DP/2011/18\].](#)

<sup>18</sup> [Rules of procedure, 18 January 2011 \[UNW/2011/6\].](#)

<sup>19</sup> [Rules of procedure, March 2019.](#)

	decision of the Board or at request of majority of members, the General Assembly (GA), the ECOSOC or the Executive Director (ED) (Rule 2)	annual sessions at such times and durations as it determines at the beginning of each year in order to accomplish its work as set out in its annual work plan, taking into account the time needed to produce documentation.	regular sessions between the annual sessions at such times and durations as it determines at the beginning of each year in order to accomplish its work as set out in its annual workplan, taking into account the time needed to produce documentation.	of the members of the Board, or with the concurrence of one third of the members of the Board on the call of the Secretary-General of the United Nations (hereinafter “the Secretary-General”) and the Director-General of FAO (hereinafter “the Director-General”) or on the call of the Executive Director. (General Regulations - General Rules, Article VI: Powers and functions of the Board)	annual sessions, hold such regular sessions at such times and for such duration as it considers necessary. (Rules of Procedure, Rule I)
<ul style="list-style-type: none"> <li>• <b>Resumed/special sessions</b></li> </ul>	No specific rule for resumed/special sessions. Provided for in Rule 2	<p>I.Rule 1</p> <p>3. The Executive Board may hold special sessions in addition to the regular sessions, with the agreement of a majority of members of the Board, at the request of:</p> <p>(a) The President of the Executive Board;</p> <p>(b) A member of the Executive Board;</p> <p>(c) The Administrator of UNDP, the Executive Director of UNFPA and/or the Executive Director of UNOPS.</p> <p>4. The Executive Board may also hold special sessions in addition to regular sessions at the request of the General</p>	<p>Rule 1</p> <p>3. The Executive Board may hold resumed sessions in addition to the regular sessions with a view to resolving any pending issues, with the agreement of a majority of members of the Board, at the request of:</p> <p>(a) A member of the Executive Board;</p> <p>(b) The Executive Director of UN-Women.</p> <p>4. The Executive Board may also hold resumed sessions in addition to regular sessions at the request of the General</p>		<p>3. The Board may hold special sessions, in exceptional circumstances:</p> <p>(a) at the written request of at least one third of the members of the Board; or</p> <p>(b) on the call of the Secretary-General of the United Nations and the Director-General of the Food and Agriculture Organization of the United</p>

		<p>Assembly and/or the Economic and Social Council.</p> <p>5. The agreement of the Executive Board on such a session and/or its time and duration may be sought through written communication from the secretariat of the Board.</p>	<p>Assembly or the Economic and Social Council.</p> <p>5. The agreement of the Executive Board on such a session and/or its time and duration may be sought through written communication from the secretariat of the Board.</p>	<p>Nations (FAO), with the concurrence of one third of the members of the Board; or (c) on the call of the Executive Director. (Rules of Procedure, Rule I)</p>
<ul style="list-style-type: none"> <li>• <b>Location</b></li> </ul>	<p>Annual session at UNHQ (Rule 3.1) Regular sessions at UNICEF headquarters (Rule 3.2)</p>	<p>I.Rule2 1. The regular sessions of the Executive Board shall be held at the United Nations until such time as the premises of the headquarters of UNDP/UNFPA/UNOPS are rendered possible to accommodate such meetings.</p>	<p>Rule 2 The annual and regular sessions of the Executive Board shall be held at United Nations Headquarters, unless the Executive Board decides otherwise.</p>	<p>4. Sessions of the Board shall be held at the Headquarters of WFP, unless the Board determines otherwise. (Rules of Procedure, Rule I)</p>
<ul style="list-style-type: none"> <li>• <b>Notification</b></li> </ul>	<p>The ED shall inform members and observers of the date, place and provisional agenda of each session at least six weeks in advance for the annual session and preferably six weeks in advance of regular sessions (Rule 4)</p>	<p>I.Rule 3 1. The Executive Board secretariat shall convey to the members of UNDP, UNFPA and UNOPS the date, place and provisional agenda of each session, at least six weeks before the commencement of each session.</p>	<p>Rule 3 The Executive Board secretariat shall convey to the Member States of the United Nations the date, place and provisional agenda of each session, at least six weeks before the commencement of each session.</p>	<p>5. The Executive Director shall notify the members of the Board and observers of the date and place of each session, at least six weeks before the opening of the session. (Rules of Procedure, Rule I)</p>

Agenda				
<ul style="list-style-type: none"> <li>• <b>Annual workplan</b></li> </ul>	<p>No provision made</p>	<p>III. Rule 5  1. The Executive Board shall adopt its annual work plan at its first regular session every year. Discussion on the work plan should start no later than at the last session of the Executive Board the previous year.</p>	<p>Rule 1  2. The Executive Board shall meet in regular sessions between the annual sessions at such times and durations as it determines at the beginning of each year in order to accomplish its work as set out in its annual workplan, taking into account the time needed to produce documentation.</p> <p>Rule 5  1. The Executive Board shall adopt its annual workplan at its first regular session every year. Discussion on the workplan should start no later than at the last session of the Executive Board the previous year</p> <p>Rule 10  2. The secretariat shall provide assistance</p>	<p>1. The Board shall, as far as possible, plan its work on an annual basis.  (Rules of Procedure, Rule 3)</p>

			and the information necessary for the Executive Board to fulfil its functions as set out in General Assembly resolutions 48/162 and 64/289 to accomplish the objectives set out in the annual workplan of the Executive Board.	
<ul style="list-style-type: none"> <li>• <b>Agenda of session</b></li> </ul>	<p>The Board shall, at the beginning of each session, adopt the agenda for that session on the basis of the provisional agenda and of the supplementary list (Rule 8.1)</p> <p>During a session, the Board may revise the agenda by adding, deleting, deferring or amending items (Rule 8.2)</p>	<p>III. Rule 5</p> <p>2. The agenda of the session shall be adopted at the beginning of each session.</p>	<p>Rule 3</p> <p>The Executive Board secretariat shall convey to the Member States of the United Nations the date, place and provisional agenda of each session, at least six weeks before the commencement of each session.</p> <p>Rule 5</p> <p>2. The agenda of the session shall be adopted at the beginning of each session.</p> <p>5. The agendas and deliberations of the</p>	<p>2. The Executive Director shall prepare a provisional agenda, taking into account the annual plan of work. The provisional agenda shall include all items as are required by these Rules of Procedure or as are proposed by:</p> <p>(a) the Board at a previous session;</p> <p>(b) any member of the Board;</p> <p>(c) the Executive Director;</p> <p>(d) the United Nations Economic and Social Council;</p> <p>(e) the FAO Council.</p> <p>3. The provisional agenda shall normally be circulated to all members of the Board at least six weeks in advance of the session.</p> <p>4. The first item of the provisional agenda shall be the adoption of the agenda.</p>

			<p>Executive Board shall reflect the functions set forth in paragraph 22 of annex I to General Assembly resolution 48/162 of 20 December 1993 and shall take into account the provisions of General Assembly resolution 64/289 of 2 July 2010.</p> <p>7. The official documentation relating to items of the provisional agenda shall be available to all Member States of the United Nations in the official languages at least four weeks before the date of the opening meeting of a session.</p> <p>9. At least two weeks before each session of the Executive Board, the secretariat shall convene an informal open-ended meeting of the Board in order to provide a briefing on the matters to be covered under the items on the provisional agenda.</p>	<p>5. During a session, the Board may, by a two-thirds majority of the members present and voting, amend the agenda by the deletion, addition or modification of any item. (Rules of Procedure, Rule III)</p>
--	--	--	--	---

<ul style="list-style-type: none"> <li>• <b>Provisional agenda of next session</b></li> </ul>	<p>Board shall approve at each session on proposal of the ED (Rule 5.1)</p> <p>The provisional agenda shall reflect the functions of the Board and shall include all items required by these rules or proposed by: the Board at a previous session; any member of the Board; the ED; the GA; ECOSOC (Rule 5.2)</p>	<p>III. Rule 5</p> <p>3. The Executive Board shall approve at the end of each session, on the proposal of the Executive Board secretariat, a provisional agenda for the next session.</p>	<p>Rule 5</p> <p>3. The Executive Board shall approve at the end of each session, on the proposal of the Executive Board secretariat, a provisional agenda for the next session.</p>	
<ul style="list-style-type: none"> <li>• <b>Supplementary items</b></li> </ul>	<p>Any Board member, the ED, GA or ECOSOC may propose the inclusion of supplementary items in the provisional agenda (Rule 7.1)</p> <p>Supplementary items shall be placed by the ED on a list and communicated to the Board (Rule 7.2)</p>	<p>III. Rule 5</p> <p>4. Any matter within the competence of the Executive Board not included in the provisional agenda for a session may be submitted to the Board by a member or by the secretariat; such matter will be added to the provisional agenda by decision of the Board. The Board may also decide to amend the provisional agenda or to delete an item or items from it, with due regard to any delay in the distribution of documentation that may occur.</p>	<p>Rule 5</p> <p>4. Any matter within the competence of the Executive Board not included in the provisional agenda for a session may be submitted to the Board by a member or by the secretariat; such matter will be added to the provisional agenda by decision of the Board. The Board may also decide to amend the provisional agenda or to delete an item or items from it, with due regard to any delay in the distribution of</p>	

			documentation that may occur.	
<ul style="list-style-type: none"> <li><b>Documentation</b></li> </ul>	<p>The ED shall submit documentation in official languages relating to items on the provisional agenda to the members of the Board at least six weeks before the commencement of an annual session and as soon as possible before a regular session, preferably six weeks (Rule 6)</p>	<p>III. Rule 5          6. The secretariat shall advise members of UNDP, UNFPA and UNOPS of the availability of official documents and conference room Papers.          7. The official documentation relating to items of the provisional agenda shall be available to all members of UNDP, UNFPA and UNOPS in the official languages, at least six weeks before the date of the opening meeting of a session.          8. Country cooperation frameworks and country programme documents shall be submitted in one of the official languages for reproduction and distribution in all working languages.          9. Conference room papers shall be available to all members of UNDP, UNFPA and UNOPS in working languages.</p>	<p>Rule 5          6. The secretariat shall advise States Members of the United Nations of the availability of official documents and conference room papers.          7. The official documentation relating to items of the provisional agenda shall be available to all Member States of the United Nations in the official languages at least four weeks before the date of the opening meeting of a session.          8. Conference room papers shall be available to all Member States of the United Nations in working languages.</p>	<p>6. The Executive Director shall submit documentation relating to items on the provisional agenda, in the languages of the Board in accordance with Rule XIV, to the members of the Board, the United Nations and FAO, normally four weeks before the beginning of a session, and to observers participating in its sessions upon request. The documentation shall clearly present the issues proposed for decision by the Board.          (Rules of Procedure, Rule III)</p>

<p><b>Representation</b></p>	<p>Board members shall be represented by an accredited representative who may be accompanied by such alternate representatives and advisers as may be required (Rule 9)          Credentials of representatives and names of alternates shall be submitted to the ED (Rule 10)</p>	<p>IV. Rule 6          1. Each member of the Executive Board, and observers, shall be represented by an accredited representative, who may be accompanied by such alternate representatives and advisers as may be required.          2. The names of representatives, alternate representatives and advisers shall be submitted to the Executive Board secretariat not less than three days before the session they are to attend.</p>	<p>Rule 6          1. Each member of the Executive Board, and observers, shall be represented by an accredited representative, who may be accompanied by such alternate representatives and advisers as may be required.          2. The names of representatives, alternate representatives and advisers shall be submitted to the Executive Board secretariat not less than three days before the session they are to attend.</p>	<p>1. Each member of the Board shall communicate to the Executive Director the name of its representative and, where possible, that of any alternates or advisers, before the beginning of a session.          2. Each member may appoint such alternates and advisers as may be required. When acting in the place of a representative, an alternate or adviser shall have the same rights as a representative.          (Rules of Procedure, Rule II)</p>
<p><b>Officers/Bureau</b></p>				
<ul style="list-style-type: none"> <li><b>Election</b></li> </ul>	<p>A President and four Vice-Presidents, representing the five regional groups, are elected at the first session of each calendar year. These officers shall constitute the Bureau.          The President of the</p>	<p>V. Rule 7          1. The Executive Board shall, at its first regular session each year, elect from among the representatives of its members, taking into consideration the need to ensure equitable geographical</p>	<p>Rule 7          1. The Executive Board shall, at its first regular session each year, elect from among the representatives of all its members, taking into consideration the need to ensure</p>	<p>1. The Board shall, at its first session of each year, elect from among the representatives of its members a President, a Vice-President, and three other members of the Bureau (collectively designated as the Bureau) as well as an alternate.          2. Each member of the Bureau shall be chosen from one of the</p>

	<p>Board shall not, apart from exceptional cases as decided by the Board, be re-elected for a consecutive term. Regard shall be had for the equitable geographical rotation of the office of President among the regional groups. Other officers of the Board shall be eligible for re-election, taking into account reasonable rotation (Rule 11)</p>	<p>representation, a Bureau consisting of a President and four Vice-Presidents, who shall hold office until their successors are elected.</p> <p>2. The members of the Bureau shall be eligible for a second consecutive term.</p> <p>3. The Presidency shall rotate each year to a different regional group. Each regional group will hold the Presidency once during a period of five years.</p> <p>4. If the President cannot participate in a meeting or any part thereof, she/he shall designate one of the Vice-Presidents to take her/his place. Only members of the Bureau shall chair meetings of the Executive Board.</p>	<p>equitable geographical representation, a Bureau consisting of a President and four Vice-Presidents, who shall hold office until their successors are elected.</p> <p>2. The members of the Bureau shall be eligible for one second consecutive term.</p> <p>3. The presidency shall rotate each year to a different regional group. Each group will hold the presidency once during a period of five years.</p> <p>6. The President or a Vice-President acting as President shall preside over the meetings of the Executive Board in that capacity and not as the representative of the member by whom he or she is accredited.</p> <p>7. The President and the Vice-Presidents of the Executive Board should preferably be representatives of Permanent Missions to the United Nations.</p>	<p>Lists of States as defined in Appendix A to the General Regulations of WFP. In the election of the President, the Vice President and the other members of the Bureau, consideration shall be given to the equitable geographical rotation of their offices among the Lists of States.</p> <p>2.1 Each alternate will replace the Bureau member if he/she is temporarily or permanently unavailable. The designated alternate shall have the same rights and responsibilities as the Bureau member he/she is replacing. Alternates may also attend Bureau meetings as non-participating observers at other times.</p> <p>(Rules of Procedure, Rule IV)</p>
--	--	---	--	--

<ul style="list-style-type: none"> <li>• <b>Replacement/acting president</b></li> </ul>	<p>If the President resigns, is incapacitated or ceases to be a representative of a member of the Board, he or she shall cease to hold such office, and the Bureau shall designate one of the Vice-Presidents to take his or her place until a new President is elected (Rule 12)</p> <p>If the President finds it necessary to be absent during a meeting or any part thereof, the President shall designate one of the Vice-Presidents to take his or her place. He/she will have the same powers as the President (Rule 13)</p>	<p>V. Rule 7</p> <p>5. If the President or any Vice-President ceases to be able to carry out his/her functions or ceases to be a representative of a member of the Executive Board, he/she shall cease to hold such office and a new President or Vice-President shall be elected for the unexpired term.</p>	<p>Rule 7</p> <p>4. If the President cannot participate in a meeting or any part thereof, he or she shall designate one of the Vice-Presidents to take his or her place. Only members of the Bureau shall chair meetings of the Executive Board.</p> <p>5. If the President or any Vice-President ceases to be able to carry out his or her functions or ceases to be a representative of a member of the Executive Board, he or she shall cease to hold such office and a new President or Vice-President shall be elected for the unexpired term.</p>	<p>2.2 Notwithstanding the foregoing, if the President becomes temporarily or permanently absent, unavailable, otherwise unable to fulfil the duties of the position or ceases to represent a member of the Board, the following procedure applies:</p> <p>(a) If the President becomes temporarily unavailable, the Vice-President will take over his functions and responsibilities.</p> <p>(b) If the President becomes permanently unavailable, the procedure for replacement will depend on when this occurs:</p> <p>(i) if it occurs at or before the Annual Session of the Board, the President will be replaced by the alternate referred to in Rule IV.1 until the end of the period of tenure;</p> <p>(ii) if it occurs after the Annual Session of the Board, the Vice-President will take over the functions and responsibilities of the outgoing President until the end of the period of tenure.</p> <p>3. The President of the Board shall not, except in exceptional cases as decided by the Board, be eligible for re-election. The Vice-President and the other members of the Bureau shall be eligible for re-election.</p>
---	--	---	---	--

				(Rules of Procedure, Rule IV)
<ul style="list-style-type: none"> <li><b>Functions of the Bureau</b></li> </ul>	No provision made	<p>V. Rule 8</p> <p>1. The Bureau of the Executive Board shall meet on a regular basis. The primary functions of the Bureau include preparation and organization of Board meetings, facilitation of transparent decision-making, and promotion of dialogue. The Bureau shall brief the Board on its deliberations and shall not have the authority to make decisions on any substantive matters.</p> <p>2. As part of the preparation and organization of Executive Board meetings and in accordance with the work plan of the Board, the Bureau may, inter alia, consider issues related to the agenda of the meetings, documentation, the structure of meetings and should help highlight the issues and recommendations that require consideration and</p>	<p>Rule 8</p> <p>1. The Bureau of the Executive Board shall meet on a regular basis. The primary functions of the Bureau include preparation and organization of Board meetings, facilitation of transparent decision-making and promotion of dialogue. The Bureau shall brief the Board on its deliberations and shall not have the authority to make decisions on any substantive matters.</p> <p>2. As part of the preparation and organization of Executive Board meetings and in accordance with the workplan of the Board, the Bureau may, inter alia, consider issues related to the agenda of the meetings, documentation and the structure of meetings, and should help to highlight the issues and</p>	<p>The primary functions of the Bureau shall be to facilitate the effective and efficient functioning of the Board and, in particular:</p> <p>(a) the strategic planning of the work of the Board;</p> <p>(b) the preparation and organization of Board meetings; and</p> <p>(c) the promotion of dialogue.</p> <p>(Rules of Procedure, Rule V)</p>

		action by the Board.	recommendations that require consideration and action by the Board.	
<b>Subsidiary bodies/working groups</b>	<p>The Board may establish subsidiary bodies as it deems necessary (Rule 14)</p> <p>The members of these bodies shall be elected by the Board (Rule 15)</p> <p>The rules of procedure shall apply to these bodies (Rule 16)</p>	<p>VI. Rule 9</p> <p>1. The Executive Board may establish ad hoc working groups as and when it deems necessary. It shall define their functions and will refer to them any questions for study and report.</p>	<p>Rule 9</p> <p>1. The Executive Board may establish ad hoc working groups as and when it deems necessary. It shall define their functions and will refer to them any questions for study and report.</p>	<p>1. The Board may establish working groups or other subsidiary bodies as and when it deems necessary for the accomplishment of its functions. The Board shall define their membership and mandate and shall refer to them any questions for study and report.</p> <p>2. The activities of such working groups or other subsidiary bodies shall be governed, mutatis mutandis, by the present Rules of Procedure. (Rules of Procedure, Rule 13)</p>
<b>Agency secretariat/executive head</b>	<p>The ED or representative shall participate in all meetings and deliberations of the Board without the right to vote (Rule 17.1)</p> <p>The ED shall direct the staff required by the Board and be responsible for all arrangements necessary for its meetings (Rule 17.2)</p> <p>At each annual session</p>	<p>VII. Rule 10</p> <p>1. The Administrator of UNDP, the Executive Director of UNFPA, or the Executive Director of UNOPS or their representatives shall participate without the right to vote in the deliberations of the Executive Board.</p> <p>2. The secretariat shall provide assistance and the information</p>	<p>Rule 10</p> <p>1. The Executive Director of UN-Women or his or her representative shall participate without the right to vote in the deliberations of the Executive Board.</p> <p>2. The secretariat shall provide assistance and the information necessary for the Executive Board to</p>	<p>1. The Secretariat of WFP shall be headed by an Executive Director, who shall be responsible and accountable to the Board for the administration of WFP and for the implementation of WFP programmes, projects and other activities.</p> <p>2. The Executive Director shall be appointed by the Secretary-General and the Director-General after consultation with the Board.</p> <p>3. The Executive Director shall</p>

	<p>the ED shall report to the Board on the work of UNICEF since the Board's last annual session, and the ED shall also, as required, report to the Board at all its sessions on the relevant issues on the agenda (Rule 17.3) The secretariat shall perform all other work that the Board may require (Rule 17.4)</p>	<p>necessary for the Executive Board to fulfil its functions as set out in General Assembly resolution 48/162 of 20 December 1993 and to accomplish the objectives set out in the annual work plan of the Executive Board.</p>	<p>fulfil its functions as set out in General Assembly resolutions 48/162 and 64/289 to accomplish the objectives set out in the annual workplan of the Executive Board.</p>	<p>be appointed for a term of office of five years. The procedure set out in paragraph 2 above shall apply to reappointment which shall, in no case, be for more than one further term. 4. The Executive Director shall be responsible for providing necessary services to the Board. 5. The Executive Director shall be responsible for the staffing and organization of the Secretariat. The selection and appointment of senior officials above the level of D2 shall be made by the Executive Director in agreement with the Secretary-General and the Director-General. 6. The Executive Director shall administer the staff of WFP in accordance with FAO Staff Regulations and Rules and such special rules as may be established by the Executive Director in agreement with the Secretary-General and the Director-General. 7. The Executive Director shall keep the cost of management and administration of WFP to a minimum consistent with the maintenance of efficiency and accountability and shall use the most efficient and cost-effective services, including in the field. In this context, and in the</p>
--	---	--	--	--

				<p>context of relevant resolutions of the United Nations and FAO, the Executive Director shall, under such arrangements as may be agreed upon:</p> <p>(a) make extensive use of the technical services of FAO, the United Nations and other agencies of the United Nations system where these offer the most efficient and cost-effective services; and</p> <p>(b) where appropriate, draw upon the administrative, financial, and other services of FAO, the United Nations and other agencies of the United Nations system.</p> <p>8. The representative of WFP for each country where WFP has operational activities shall be designated by the Executive Director. In other countries, the Resident Representative of the United Nations Development Programme (UNDP), or the Regional Representative of UNDP, as the case may be, shall act as the representative of WFP at the request of the Executive Director and with the agreement of the Administrator of UNDP.</p> <p>9. Without prejudice to the authority of the Secretary-General and the Director-General, the Executive Director</p>
--	--	--	--	--

				<p>shall generally represent WFP and perform such functions as may be conferred on the Executive Director or on the Secretariat under any agreements concluded by the United Nations and FAO on behalf of WFP with States or intergovernmental organizations, and under the assistance agreements provided for in Article XI of these General Regulations.</p> <p>10. The Executive Director shall exercise such other responsibilities, as are conferred upon the Executive Director in these General Regulations or as may be conferred by the Board. (General Regulations and Rules, Article 7)</p> <p>1. The Executive Director, or his or her representative, shall participate in all meetings and deliberations of the Board, without the right to vote. 2. The Executive Director shall be responsible for providing the necessary services to the Board and for all arrangements required for its meetings. (Rules of Procedure, Rule VII)</p>
<b>Financial questions</b>	Before any proposal involving expenditure is approved by the Board,	VII. Rule 10 3. Before any proposal involving expenditure in	Rule 10 3. Before any	<b>FINANCIAL IMPLICATIONS</b> 1. No proposal involving expenditure shall be approved

	<p>the ED shall provide the Board with an estimate of the cost of implementing the proposal (Rule 18)</p>	<p>excess of the approved budget is approved by the Executive Board, the secretariat shall provide the Board with a written estimate of the cost of implementing the proposal.</p>	<p>proposal involving expenditure in excess of the approved budget is approved by the Executive Board, the secretariat shall provide the Board with a written estimate of the cost of implementing the proposal.</p>	<p>by the Board until it has considered an estimate of such expenditure prepared by the Executive Director.  <b>EXPENSES</b>  2. Expenses incurred by representatives, alternates, advisers and observers when attending sessions of the Board shall be borne by their respective governments or organizations unless the Board decides otherwise. The expenses of experts invited by the Executive Director in their individual capacity to attend sessions or meetings of the Board shall be borne by WFP. (Rules of Procedure, Rule XI)</p>
<p><b>Board secretariat</b></p>	<p>The ED shall direct the staff required by the Board and be responsible for all arrangements necessary for its meetings (Rule 17.2)</p>	<p>Viii. Rule 11  1. The Executive Board secretariat is the focal point of UNDP, UNFPA and UNOPS for Executive Board matters.  2. The Executive Board secretariat shall be responsible for the arrangements of meetings of the Executive Board and the Bureau and for the preparation of reports of the sessions of the Board.</p>	<p>Rule 11  1. The Executive Board secretariat is the focal point of UN-Women for Executive Board matters.  2. The Executive Board secretariat shall be responsible for the arrangements for meetings of the Executive Board and the Bureau and for the preparation of reports of the sessions of the Board.</p>	<p>11. The Executive Director may delegate to other officials of WFP such authority as the Executive Director considers necessary for the effective carrying out of the responsibilities of the Executive Director. (General Regulations and Rules, Article VII)</p>

<b>Languages</b>				
<ul style="list-style-type: none"> <li><b>Official languages</b></li> </ul>	<p>Arabic, Chinese, English, French, Russian and Spanish shall be the official languages and English, French and Spanish the working languages of the Board (Rule 19.1)</p> <p>Documents shall be produced in all official languages, except CPDs, which shall be produced in the three working languages and in one of the other six official languages at the request of the country concerned (Rule 19.2)</p> <p>All resolutions and other formal decisions shall be published in the official languages (Rule 21)</p>	<p>II. Rule 4</p> <p>1. Arabic, Chinese, English, French, Russian and Spanish shall be the official languages, and English, French and Spanish the working languages of the Executive Board.</p> <p>III. Rule 5</p> <p>7. The official documentation relating to items of the provisional agenda shall be available to all members of UNDP, UNFPA and UNOPS in the official languages, at least six weeks before the date of the opening meeting of a session.</p> <p>8. Country cooperation frameworks and country programme documents shall be submitted in one of the official languages for reproduction and distribution in all working languages.</p>	<p>Rule 4</p> <p>1. Arabic, Chinese, English, French, Russian and Spanish shall be the official languages, and English, French and Spanish the working languages of the Executive Board.</p> <p>4. All resolutions and other formal decisions of the Board shall be published in the official languages.</p> <p>Rule 15</p> <p>4. Draft decisions shall be submitted as early as possible to allow for their thorough consideration. The Executive Board may consider draft decisions and substantive amendments as soon as practicable; however, any member of the Executive Board may request that such decisions and amendments be</p>	<p>1. The languages of the Board shall be Arabic, English, French and Spanish.</p> <p>2. Special arrangements may be made in respect of other official languages of the United Nations or FAO for particular sessions of the Board, taking into account the membership of the Board.</p> <p>(Rules of Procedure, Rule XIV)</p>

			<p>considered only when 24 hours have elapsed after the distribution of the text to all members in all working languages.</p> <p>Amendments not distributed in working languages shall be read aloud and thereby interpreted into the official languages of the United Nations.</p>	
<ul style="list-style-type: none"> <li><b>Interpretation</b></li> </ul>	<p>Speeches made in an official language shall be interpreted into the other official languages (Rule 20.1)</p> <p>A representative may speak in a language other than an official language if he/she provides for interpretation into such language. Interpretation into the other official languages by the interpreters of the Secretariat may be based on the interpretation given in the first such language (Rule 20.2)</p>		<p>Rule 4</p> <p>2. Speeches made in an official language shall be interpreted into the other official languages.</p> <p>3. A representative may speak in a language other than an official language if he or she provides for interpretation into one such language. Interpretation into the other official languages by the interpreters of the Secretariat may be based on the interpretation given in the first such language.</p>	No provision made

<b>Meetings</b>	Meetings of the Board shall be held in public unless the Board decides otherwise (Rule 22)	VIII. Rule 12 1. Meetings of the Executive Board shall be held in public unless the Board decides otherwise.	Rule 12  1. Meetings of the Executive Board shall be held in public unless the Board decides otherwise.	1. Meetings of the Board shall be held in public, unless otherwise decided by the Board. 2. The Executive Director shall, subject to any decision of the Board, make arrangements for the admission of the public and of representatives of the press and other information agencies. (Rules of Procedure, Rule VIII)
<b>Records of meetings</b>				
• <b>Reports</b>	No provision made	X. Rule 13 1. Reports of the annual and regular sessions of the Executive Board shall be translated into all the official languages of the United Nations and made available to all members of UNDP, UNFPA and UNOPS after each session. The reports shall be presented for approval at the following session.	Rule 13  1. Reports of the annual and regular sessions of the Executive Board shall be translated into all the official languages of the United Nations and made available to all States Members of the United Nations after each session. The reports shall be presented for approval at the following session.	1. The Board may appoint a Rapporteur from among the representatives. 2. At each session the Board shall approve a report specifying its decisions and recommendations. 3. As soon as possible after the end of the session copies of the report shall be transmitted by the Executive Director to all members of the Board, observers, the Secretary-General of the United Nations and the Director-General of FAO. (Rules of Procedure, Rule XII)
• <b>Sound recordings</b>	Sound recordings of the meetings of the Board shall be made and kept by the Secretariat for up to four years (Rule 23)	X. Rule 13 2. Sound recordings of the meetings of the Executive Board shall be made and shall be kept by the secretariat for four years.	Rule 13  2. Sound recordings of the meetings of the Executive Board shall be made and shall be kept by the secretariat	No provision made however all open sessions are webcast and an archive is maintained.

			for four years.	
<b>Conduct of business</b>				
<ul style="list-style-type: none"> <li><b>Quorum</b></li> </ul>	Representatives of a majority of the members shall constitute a quorum (Rule 24)	<p>XI. Rule 14</p> <p>4. The presence of representatives of a majority of the members of the Executive Board shall be required for any decision to be adopted.</p>	<p>Rule 14</p> <p>4. The presence of representatives of a majority of the members of the Executive Board shall be required for any decision to be adopted.</p>	<p>1. Representatives of a majority of the members of the Board shall constitute a quorum. (Rules of Procedure, Rule IX)</p>
<ul style="list-style-type: none"> <li><b>Powers of the President</b></li> </ul>	<p>The President shall:</p> <ul style="list-style-type: none"> <li>- Open and close each meeting of the Board, direct the discussion, ensure observance of these rules, accord the right to speak, put questions to the vote and announce decisions</li> <li>- Has complete control of proceedings and the maintenance of order at its meetings</li> <li>- Rule on points of order</li> <li>- May propose the closure of the list of speakers, a limitation on the time to be allowed to representatives and on the number of times representatives may speak on any question, the adjournment or</li> </ul>	<p>XI. Rule 14</p> <p>1. In addition to exercising the powers conferred upon her/him elsewhere by these rules, the President shall have complete control of the proceedings of the Executive Board and over the maintenance of order of its meetings. In the exercise of her/his functions, the President remains under the authority of the Board.</p> <p>2. If a country cooperation framework or country programme is being considered in respect of the country which is represented by the President of the Executive</p>	<p>Rule 14</p> <p>1. In addition to exercising the powers conferred upon him or her elsewhere by these rules, the President shall have complete control of the proceedings of the Executive Board and over the maintenance of order of its meetings. In the exercise of his or her functions, the President remains under the authority of the Board.</p>	<p>1. The President, or in the President's absence the Vice-President, shall preside at the session, and exercise such functions as are attributed to the President by these Rules of Procedure. In the exercise of his or her functions, the President remains under the authority of the Board.</p> <p>2. The President shall declare the opening and closing of each meeting of the session. The President shall present the issues for decision by the Board, direct the discussions at meetings, and at such meetings ensure observance of these Rules, accord the right to speak, call any speaker to order, put questions, sum up the discussions and announce decisions. The President shall</p>

	<p>closure of the debate, and the suspension or adjournment of a meeting (Rule 25.1)</p>	<p>Board, the President shall yield the Chair to one of the Vice-Presidents. 5. If, in connection with the conduct of business of a meeting, any procedural question arises that is not covered in the present rules, it shall be decided upon by the President, taking into account the corresponding rules of procedure of the Economic and Social Council, if applicable.</p>		<p>rule on points of order and, subject to these Rules, shall have complete control over the proceedings at any meeting. The President may, in the course of the discussions of an item, propose to the Board the limitation of the time to be allowed to speakers, the number of times each representative may speak on any question, the closure of the list of speakers, the suspension or adjournment of the meeting, or the adjournment or closure of the debate on the item under discussion. 3. The President shall not vote. 4. The Vice-President, acting as President, shall have all the powers and be subject to the same restrictions as the President. (Rules of Procedure, Rule VI)</p>
<ul style="list-style-type: none"> <li>• <b>Points of order</b></li> </ul>	<p>A representative may raise a point of order, which shall be immediately decided by the President. A representative may appeal against the ruling of the President. The appeal shall be put immediately to the vote, and the ruling of the President shall stand</p>		<p>Rule 14  2. If a document is being considered in respect of the country that is represented by the President of the Executive Board, the President shall yield the Chair to one of the Vice-Presidents.</p>	<p>5. During the discussions of any matter, a representative may, at any time, raise a point of order, which shall be immediately decided by the President in accordance with these Rules. A representative may appeal against the ruling of the President. The appeal shall be immediately put to the vote, and the ruling of the President shall stand, unless overruled by a</p>

	<p>unless overruled by a majority of the members present and voting. (Rule 26.1)</p> <p>A representative may not, in raising a point of order, speak on the substance of the matter (Rule 26.2)</p>		<p>5. If, in connection with the conduct of business of a meeting, any procedural question arises that is not covered in the present rules, it shall be decided upon by the President, taking into account the corresponding rules of procedure of the Economic and Social Council, if applicable.</p>	<p>majority of votes cast. In raising a point of order, a representative may not speak on the substance of the matter under discussion. (Rules of Procedure, Rule X)</p>
<ul style="list-style-type: none"> <li><b>Interventions</b></li> </ul>	<p>No one may address the Board without having previously obtained the permission of the President who shall call upon speakers in the order in which they signify their desire to speak (Rule 27.1)</p> <p>Debate shall be confined to the question before the Board and the President may call a speaker to order if his/her remarks are not relevant to the subject under discussion (Rule 27.2)</p> <p>The Board may limit the time allowed to speakers and the</p>	<p>XI. Rule 14</p> <p>3. The debates shall apply solely to the questions before the Executive Board. Unless decided otherwise, the time allowed for each speaker, per intervention, shall be limited to five minutes.</p>	<p>Rule 14</p> <p>3. The debates shall apply solely to the questions before the Executive Board. Unless decided otherwise, the time allowed for each speaker, for each intervention, shall be limited to five minutes.</p>	<p>1. No one may address the Board without having obtained the permission of the President. Subject to paragraphs 5, 6 and 9 of this Rule, the President shall call upon speakers in the order in which they signify their desire to speak.</p> <p>2. Debate shall be confined to the question before the Board and the President may call a speaker to order if his or her remarks are not relevant to the subject under discussion.</p> <p>3. The Board may limit the time allowed to speakers and the number of times the representative of each member may speak on any question. Permission to speak on a motion to set such time limits</p>

	<p>number of times each member may speak. Permission to speak on a motion to set such limits shall be accorded only to two representatives favouring and to two opposing such limits, after which the motion shall be put to the vote immediately. Interventions on procedural questions shall not exceed five minutes unless, the Board decides otherwise. When debate is limited and a speaker exceeds the allotted time, the President shall call him or her to order without delay (Rule 27.3)</p>			<p>shall be accorded only to two representatives favouring and to two opposing such limits, after which the motion shall be put to the vote immediately. Interventions on procedural questions shall not exceed five minutes, unless the Board decides otherwise. When debate is limited and a speaker exceeds the allotted time, the President shall call him or her to order without delay. (Rules of Procedure, Rule X)</p>
<ul style="list-style-type: none"> <li>• <b>Closing list of speakers</b></li> </ul>	<p>The President may announce the list of speakers and, with the consent of the Board, declare the list closed. When there are no more speakers the debate can be closed (Rule 28)</p>			<p>4. During the course of a debate, the President may announce the list of speakers and, with the consent of the Board, declare the list closed. When there are no more speakers on the list, the President shall, with the consent of the Board, declare the debate closed. (Rules of Procedure, Rule X)</p>
<ul style="list-style-type: none"> <li>• <b>Right of reply</b></li> </ul>	<p>The President can</p>			<p>6. The right of reply shall be</p>

	accord the right of reply to any member. Replies should be as brief as possible and preferably at the end of the meeting (Rule 29)			accorded by the President to any member who requests it. In exercising this right, representatives should attempt to be as brief as possible, and, preferably, to deliver their statements at the end of the meeting at which this right of reply is requested. (Rules of Procedure, Rule 10)
<ul style="list-style-type: none"> <li>• <b>Suspension/adjournment of the meeting</b></li> </ul>	A representative may move the suspension or the adjournment of the meeting. No discussion on such motions shall be permitted, and they shall be put to the vote immediately (Rule 30)			7. During the discussion of any matter, a representative may at any time move the suspension or the adjournment of the meeting. No discussion on such motions shall be permitted, and they shall be put to vote immediately. (Rules of Procedure, Rule 10)
<ul style="list-style-type: none"> <li>• <b>Adjournment of the debate</b></li> </ul>	A representative may move to adjourn the debate on the item under discussion. Permission to speak on the motion shall be accorded only to two representatives favouring and to two opposing the adjournment, after which the motion shall be put to the vote immediately (Rule 31)			8. A representative may at any time move the adjournment of the debate on the item under discussion. Permission to speak on the motion shall be accorded only to two representatives favouring and two opposing the adjournment, after which the motion shall be put to the vote immediately. (Rules of Procedure, Rule X)
<ul style="list-style-type: none"> <li>• <b>Closure of debate</b></li> </ul>	A representative may move the closure of the			9. A representative may, at any time, move the closure of the

	debate on the item under discussion, whether or not any other representative has signified his/her desire to speak. Permission to speak on the motion shall be accorded only to two representatives opposing the closure, after which the motion shall be put to the vote immediately (Rule 32)			debate on the item under discussion, whether or not any other representative has signified his or her desire to speak. Permission to speak on the motion shall be accorded only to two representatives opposing the closure, after which the motion shall be put to the vote immediately. (Rules of Procedure, Rule X)
<ul style="list-style-type: none"> <li><b>Order of motions</b></li> </ul>	These motions have precedence over all proposals or motions in the following order: suspension of meeting, adjournment of meeting, adjournment of debate, closure of debate (Rule 33)			10. The motions indicated below shall have precedence in the following order over all proposals or other motions before the meeting: (a) To suspend the meeting; (b) To adjourn the meeting; (c) To adjourn the debate on the item under discussion; (d) To close the debate on the item under discussion. (Rules of Procedure, Rule 10)
<ul style="list-style-type: none"> <li><b>Submission of proposals and substantive amendments</b></li> </ul>	Proposals and substantive amendments shall, in principle, be submitted in writing to the ED, who shall circulate copies to the members of the Board in all working languages (Rule 34.1) Proposals and substantive amendments	XII. Rule 15 3. Draft decisions shall be submitted by members of the Executive Board. 4. Draft decisions shall be submitted as early as possible to allow for their thorough consideration. The Executive Board may	Rule 14 1. In addition to exercising the powers conferred upon him or her elsewhere by these rules, the President shall have complete control of the proceedings of the Executive Board and	11. Proposals and substantive amendments shall, where possible, be submitted in writing to the Executive Director, who shall circulate copies to the members of the Board. 12. Unless the Board decides otherwise, proposals and substantive amendments shall be discussed and decided upon

	<p>shall be discussed and decided upon no earlier than 24 hours after copies have been circulated (Rule 34.2) Subject to paragraphs 1 and 2 of the present rule, when the Board is in session, proposals and substantive amendments shall be formally introduced by the sponsoring member or members of the Board.</p> <p>The President may announce deadlines for the submission of proposals and substantive amendments to ensure sufficient time for circulation and for consideration by members of the Board (Rule 34.3)</p>	<p>consider draft decisions and substantive amendments as soon as practicable; however, any member of the Executive Board may request that such decisions and amendments be considered only when 24 hours have elapsed after the distribution of the text to all members in all working languages. Amendments not distributed in working languages shall be read aloud and thereby interpreted into the official languages of the United Nations.</p>	<p>over the maintenance of order of its meetings. In the exercise of his or her functions, the President remains under the authority of the Board.</p> <p>2. If a document is being considered in respect of the country that is represented by the President of the Executive Board, the President shall yield the Chair to one of the Vice-Presidents.</p> <p>3. The debates shall apply solely to the questions before the Executive Board. Unless decided otherwise, the time allowed for each speaker, for each intervention, shall be limited to five minutes.</p> <p>5. If, in connection with the conduct of business of a meeting, any procedural question arises that is not covered in the present rules, it shall be decided upon by the President, taking into account the corresponding rules of</p>	<p>no earlier than twenty-four hours after copies have been circulated to all members.</p> <p>13. Subject to paragraphs 11 and 12 of the present Rule, when the Board is in session, proposals and substantive amendments shall be formally introduced by the sponsoring member or members of the Board. The President of the Board may announce deadlines for the submission of proposals and substantive amendments to ensure sufficient time for circulation and for consideration by members of the Board. (Rules of Procedure, Rule X)</p>
--	---	---	--	---

			procedure of the Economic and Social Council, if applicable.	
<ul style="list-style-type: none"> <li><b>Withdrawal of proposals and motions</b></li> </ul>	<p>A proposal or a motion may be withdrawn by its sponsor before voting has commenced, provided that it has not been amended. A proposal or motion thus withdrawn may be reintroduced by any representative (Rule 35)</p>			<p>14. A proposal or a motion may be withdrawn by its sponsor at any time before voting on it has commenced, provided that it has not been amended. A proposal or motion thus withdrawn may be reintroduced by any representative. (Rules of Procedure, Rule X)</p>
<ul style="list-style-type: none"> <li><b>Decisions on competence</b></li> </ul>	<p>A motion for a decision on the competence of the Board to adopt a proposal submitted to it shall be put to the vote before a vote is taken on the proposal in question (Rule 36)</p>			<p>15. A motion calling for a decision on the competence of the Board to adopt a proposal submitted to it shall be put to the vote before a vote is taken on the proposal in question. (Rules of Procedure, Rule X)</p>
<ul style="list-style-type: none"> <li><b>Reconsideration of proposals</b></li> </ul>	<p>When a proposal has been adopted or rejected, it may not be reconsidered at the same session unless the Board so decides (Rule 37)</p>			<p>16. When a proposal has been adopted or rejected, it may not be reconsidered at the same session unless the Board so decides. Permission to speak on a motion to reconsider a proposal shall be accorded only to two representatives opposing the motion, after which it shall be put to the vote immediately. (Rules of Procedure, Rule X)</p>
<b>Decision-making</b>				
<b>Voting and Elections</b>				

<ul style="list-style-type: none"> <li><b>Voting rights</b></li> </ul>	<p>Each member of the Board shall have one vote (Rule 38)</p>	<p>XII. Rule 15  1. The practice of striving for consensus in decision-making shall be encouraged.  2. In the case of a vote, the rules of procedure for the Economic and Social Council shall apply.</p>	<p>Rule 15  2. In the case of a vote, the rules of procedure of the Economic and Social Council shall apply.</p>	<p>DECISIONS BY CONSENSUS  2. In the Board every effort shall be made to arrive at its decisions by consensus of the members. If the President determines that every effort to achieve a consensus on any matter has been exhausted, that matter may be put to a vote by the President acting on his or her own initiative or at the request of a member.  VOTING RIGHTS  3. Each member of the Board shall have one vote.  (Rules of Procedure, Rule 9)</p>
<ul style="list-style-type: none"> <li><b>Majority</b></li> </ul>	<p>Decisions shall be made by a majority of the members present and voting (Rule 39.1)  The phrase "members present and voting" means members casting an affirmative or negative vote. Members abstaining from voting are considered as not voting (Rule 39.2)  If a vote is equally divided on a matter other than an election, a second vote shall be taken. If the vote is then again equally divided, the proposal or motion shall be regarded as</p>	<p>XII. Rule 15  2. In the case of a vote, the rules of procedure for the Economic and Social Council shall apply.</p>	<p>Rule 14  4.The presence of representatives of a majority of the members of the Executive Board shall be required for any decision to be adopted.</p>	<p>4. Decisions of the Board, with the exception of decisions on matters set out in paragraph 5 of this Rule, shall be taken by a majority of the members present and voting.  5. Decisions to amend the adopted agenda of a session of the Board (Rule III.4), to suspend these Rules of Procedure (Rule XVI) or to amend these Rules of Procedure (Rule XVII) shall be taken by a two-thirds majority of the members present and voting.  6. For the purpose of these rules, the phrase “members present and voting” means members casting an affirmative or negative vote and shall not</p>

	rejected (Rule 39.3)			include abstentions or defective ballots. 7. If a vote is equally divided on a matter other than an election, a second vote shall be taken. If the vote is again equally divided, the proposal or motion shall be regarded as rejected. (Rules of Procedure, Rule 9)
<ul style="list-style-type: none"> <li>• <b>Voting without meeting</b></li> </ul>	When the ED, after consultation with the President, considers that a decision on a particular question should not be postponed until the next session of the Board and does not warrant the calling of an additional session, he/she shall transmit to each member a motion embodying the proposed decision with a request for a vote. Votes shall be cast during such period as the request may prescribe. At the end of the voting period the ED shall record the results and notify all members of the Board. If the replies do not include a majority of members, the vote shall be considered as without effect (Rule 40)			<p>VOTING BY CORRESPONDENCE</p> <p>8. Whenever the Executive Director, after consultation with the President, considers that a decision on a particular question should not be postponed until the next session of the Board but does not warrant the calling of an additional session, he or she shall transmit to each member by any rapid means of communication a motion embodying the proposed decision with a request for a vote. Votes shall be cast during such period as the request may prescribe. At the expiration of the established period or any extended period that may be prescribed, the Executive Director shall record the results and notify all members of the Board. If the votes cast do not include those of a majority of the members, the vote shall be considered as without effect.</p>

				(Rules of Procedure, Rule IX)
<ul style="list-style-type: none"> <li>• <b>Method of voting</b></li> </ul>	<p>The Board shall normally vote by show of hands, except that a representative may request a roll-call, which shall then be taken in the English alphabetical order of the names of the members, beginning with the member whose name is drawn by lot by the President. The name of each member shall be called in all roll-calls, and its representative shall reply "yes", "no" or "abstention" (Rule 41.1)</p> <p>When the Board votes by mechanical means, a non-recorded vote shall replace a vote by show of hands and a recorded vote shall replace a roll-call. A representative may request a recorded vote. In the case of a recorded vote, the Board shall dispense with the procedure of calling out the names of the members (Rule 41.2)</p> <p>The vote of each member participating in</p>			<p>9. Except as provided in paragraphs 8, 10 and 12 of this Rule, the vote shall normally be by show of hands, except that a representative may request a roll-call, which shall then be taken in the English alphabetical order of the names of the members, beginning with the member whose name is drawn by lot by the President. The name of each member shall be called in all roll-calls, and its representative shall reply "yes", "no" or "abstention". 10. When the Board votes by electronic means, a vote without recording names shall replace a vote by show of hands and a nominal vote shall replace a roll-call. A representative may request a nominal vote. In the case of a nominal vote, the procedure of calling out the names of the members shall not be applicable unless the Board otherwise decides. The vote of each member participating in a nominal vote shall be inserted in the record.</p> <p>(Rules of Procedure, Rule IX)</p>

	a roll-call shall be inserted in the record (Rule 41.3)			
<ul style="list-style-type: none"> <li><b>Explanation of vote</b></li> </ul>	Representatives may make brief statements to explain their votes, before the voting has commenced or after the voting has been completed. The representative of a member sponsoring a proposal or motion shall not speak in explanation of vote thereon, except if it has been amended (Rule 42)			15. Representatives may make brief statements consisting solely of explanations of their votes, before the voting has commenced or after the voting has been completed. The representative of a member sponsoring a proposal or motion shall not speak in explanation of vote thereon, except if it has been amended. (Rules of Procedure, Rule IX)
<ul style="list-style-type: none"> <li><b>Conduct during voting</b></li> </ul>	After the President has announced the commencement of voting, no representative may interrupt the voting except on a point of order in connection with the actual process of voting (Rule 43)			16. After the President has announced the commencement of voting, no representative may interrupt the voting except on a point of order in connection with the actual process of voting. (Rules of Procedure, Rule IX)
<ul style="list-style-type: none"> <li><b>Division of proposals and amendments</b></li> </ul>	Parts of a proposal or amendment shall be voted on separately if a representative requests that the proposal be divided. Those parts of the proposal or the amendment which have			17. Parts of a proposal or an amendment shall be voted on separately if a representative requests that the proposal be divided. Those parts of the proposal or the amendment which have been approved shall then be put to the vote as a

	<p>been approved shall then be put to the vote as a whole. If all the operative parts of a proposal or amendment have been rejected, the proposal or amendment shall be considered to have been rejected as a whole (Rule 44)</p>			<p>whole. If all the operative parts of a proposal or an amendment have been rejected, the proposal or amendment shall be considered to have been rejected as a whole. (Rules of Procedure, Rule IX)</p>
<ul style="list-style-type: none"> <li>• <b>Amendments</b></li> </ul>	<p>A proposal is considered an amendment to another proposal if it merely adds to, deletes from or revises part of that proposal (Rule 45)</p>			<p>18. A proposal is considered an amendment to another proposal if it adds to, deletes from, or revises part of that proposal. Unless specified otherwise, the word “proposal” in these Rules shall be considered as including amendments. (Rules of Procedure, Rule IX)</p>
<ul style="list-style-type: none"> <li>• <b>Order of voting on amendments</b></li> </ul>	<p>When an amendment is moved to a proposal, the amendment shall be voted on first. When two or more amendments are moved to a proposal, the amendment furthest removed in substance from the original proposal shall be voted on first and then the amendment next furthest removed therefrom, and so on until all the amendments have been put to the</p>			<p>19. When an amendment to a proposal is moved, the amendment shall be voted on first. When two or more amendments to a proposal are moved, the amendment furthest removed in substance from the original proposal shall be voted on first and then the amendment next furthest removed therefrom, and so on until all the amendments have been put to the vote. Where, however, the adoption of an amendment necessarily implies the rejection of another amendment, the latter shall not be put to the</p>

	<p>vote. Where, however, the adoption of one amendment necessarily implies the rejection of another amendment, the latter shall not be put to the vote. If one or more amendments are adopted, the amended proposal shall then be voted upon (Rule 46)</p>			<p>vote. If one or more amendments are adopted, the amended proposal shall then be voted upon. (Rules of Procedure, Rule IX)</p>
<ul style="list-style-type: none"> <li>• <b>Order of voting on proposals</b></li> </ul>	<p>If two or more proposals, other than amendments, relate to the same question, they shall be voted on in the order in which they were submitted. The Board may, after each vote on a proposal, decide whether to vote on the next proposal (Rule 47.1)</p> <p>Revised proposals shall be voted on in the order in which the original proposals were submitted, unless the revision substantially departs from the original proposal. In that case the original proposal shall be considered as withdrawn and the revised proposal shall</p>			<p>20. If two or more proposals, other than amendments, relate to the same question, they shall, unless the Board decides otherwise, be voted on in the order in which they were submitted. The Board may, after each vote on a proposal, decide whether to vote on the next proposal.</p> <p>21. Revised proposals shall be voted on in the order in which the original proposals were submitted, unless the revision substantially departs from the original proposal. In that case the original proposal shall be considered as withdrawn and the revised proposal shall be treated as a new proposal.</p> <p>22. A motion requiring that no decision be taken on a proposal shall be put to the vote before a vote is taken on the proposal in question.</p>

	<p>be treated as a new proposal (Rule 47.2)  A motion requiring that no decision be taken on a proposal shall be put to the vote before a vote is taken on the proposal in question (Rule 47.3)</p>			(Rules of Procedure, Rule IX)
<ul style="list-style-type: none"> <li><b>Elections</b></li> </ul>	<p>All elections shall be held by secret ballot, unless the Board decides otherwise in an election where the number of candidates does not exceed the number of elective places to be filled. The nomination of each candidate shall be limited to one representative, after which the Board shall immediately proceed to the election (Rule 48)  When one or more elective places are to be filled at one time under the same conditions, those candidates, in a number not exceeding the number of such places, obtaining in the first ballot a majority of the votes cast and the largest number of votes, shall be elected (Rule</p>	<p>V. Rule 7  1. The Executive Board shall, at its first regular session each year, elect from among the representatives of its members, taking into consideration the need to ensure equitable geographical representation, a Bureau consisting of a President and four Vice-Presidents, who shall hold office until their successors are elected.  2. The members of the Bureau shall be eligible for a second consecutive term.  3. The Presidency shall rotate each year to a different regional group. Each regional group will hold the Presidency once during a period of five years.</p>	<p>Rule 7  1. The Executive Board shall, at its first regular session each year, elect from among the representatives of all its members, taking into consideration the need to ensure equitable geographical representation, a Bureau consisting of a President and four Vice-Presidents, who shall hold office until their successors are elected.  2. The members of the Bureau shall be eligible for one second consecutive term.  3. The presidency shall rotate each year to a different regional group. Each group will hold the presidency once during a period of</p>	<p>11. For the purpose of these Rules, the term “election” means a selection or appointment of one or more individuals or States.  12. Elections shall be decided by secret ballot, except that in the case of an election in which there are not more candidates than vacancies, the President may submit to the Board that the election be decided by consensus.  13. In any election for one elective place, if no candidate on the first ballot obtains the required majority, successive ballots shall be taken at such time or times as the Board shall decide until a candidate obtains such a majority.  14. In any election to fill simultaneously more than one elective place the following shall apply:  (a) Each member, unless it wholly abstains, shall cast one vote for each elective place to</p>

	<p>49.1) If the number of candidates obtaining such majority is less than the number of places to be filled, additional ballots shall be held to fill the remaining places (Rule 49.2)</p>	<p>4. If the President cannot participate in a meeting or any part thereof, she/he shall designate one of the Vice-Presidents to take her/his place. Only members of the Bureau shall chair meetings of the Executive Board.</p>	<p>five years. 4. If the President cannot participate in a meeting or any part thereof, he or she shall designate one of the Vice-Presidents to take his or her place. Only members of the Bureau shall chair meetings of the Executive Board. 5. If the President or any Vice-President ceases to be able to carry out his or her functions or ceases to be a representative of a member of the Executive Board, he or she shall cease to hold such office and a new President or Vice-President shall be elected for the unexpired term. 6. The President or a Vice-President acting as President shall preside over the meetings of the Executive Board in that capacity and not as the representative of the member by whom he or she is accredited. 7. The President and the Vice-Presidents of</p>	<p>be filled. Each vote shall be cast for a different candidate. Any ballot paper which is not in conformity with these requirements shall be considered defective. (b) The candidates who receive the largest number of votes shall be declared elected in a number equal to the number of elective places to be filled, provided that they have received the required majority. (c) If only some of the elective places have been filled after the first ballot, a second ballot shall be held to fill the remaining elective places, under the same conditions as the first ballot. This procedure shall be continued until all elective places have been filled. (d) If, at any stage during the election, one or more of the vacant elective places cannot be filled because of an equal number of votes having been obtained by two or more candidates, a separate ballot shall be held among such candidates to determine which of them will be elected, in accordance with the provisions of paragraph (b) above. Such procedure shall be repeated as necessary. (e) (i) Any ballot paper carrying</p>
--	--	--	--	--

			the Executive Board should preferably be representatives of Permanent Missions to the United Nations.	votes for more candidates than there are vacancies to be filled, or carrying a vote for an individual or nation not validly nominated, shall be considered defective. (ii) In the case of an election to fill simultaneously more than one elective place any ballot paper carrying votes for fewer candidates than there are vacancies to be filled shall also be considered defective. (iii) The ballot paper shall carry no other notation or mark than those required for the purpose of indicating the vote. (iv) Subject to (i), (ii) and (iii) above, a ballot paper shall be considered valid when there is no doubt as to the intention of the elector. (Rules of Procedure of the Executive Board, Rule IX)
<ul style="list-style-type: none"> <li>• <b>Submission of decisions</b></li> </ul>	No provision made	<p>XII. Rule 15</p> <p>3. Draft decisions shall be submitted by members of the Executive Board.</p> <p>4. Draft decisions shall be submitted as early as possible to allow for their thorough consideration. The Executive Board may consider draft decisions and substantive</p>	<p>Rule 15</p> <p>1. The practice of striving for consensus in decision-making shall be encouraged.</p> <p>3. Draft decisions shall be submitted by members of the Executive Board.</p> <p>4. Draft decisions shall be submitted as</p>	<p>2. At each session the Board shall approve a report specifying its decisions and recommendations.</p> <p>3. As soon as possible after the end of the session copies of the report shall be transmitted by the Executive Director to all members of the Board, observers, the Secretary-General of the United Nations and the Director-General of FAO.</p>

		<p>amendments as soon as practicable; however, any member of the Executive Board may request that such decisions and amendments be considered only when 24 hours have elapsed after the distribution of the text to all members in all working languages. Amendments not distributed in working languages shall be read aloud and thereby interpreted into the official languages of the United Nations.</p>	<p>early as possible to allow for their thorough consideration. The Executive Board may consider draft decisions and substantive amendments as soon as practicable; however, any member of the Executive Board may request that such decisions and amendments be considered only when 24 hours have elapsed after the distribution of the text to all members in all working languages. Amendments not distributed in working languages shall be read aloud and thereby interpreted into the official languages of the United Nations.</p>	<p>(Rules of Procedure, Rule XII)</p>
<p><b>Participation of non-members</b></p>	<p>Right of participation in Board meetings without the right to vote, shall be reserved to a State when its country programme is under consideration (Rule 50.1)</p>	<p>XIII. Rule 16 1. Any State member of UNDP, UNFPA or UNOPS who is not a member of the Executive Board may attend Board meetings and, based on General Assembly</p>	<p>Rule 16 1. Any State Member of the United Nations that is not a member of the Executive Board may have a representative attend</p>	<p>1. Any Member of the United Nations or any Member or Associate Member of FAO, or of any other Specialized Agency or the International Atomic Energy Agency (IAEA), that is not a member of the Board, may participate, on</p>

	<p>The Board may invite States and participants who manifest a special interest in the item or items under consideration to participate without the right to vote (Rule 50.2)</p>	<p>resolutions 48/162 and 50/227, which, inter alia, call for the facilitation of the effective participation of observer Member States and observer States, may participate in its deliberations without the right to vote.</p> <p>2. The Executive Board may invite, when it considers it appropriate, representatives of the United Nations Secretariat, specialized agencies, the International Atomic Energy Agency, and any other organizations of the United Nations system, including the international financial institutions and regional development banks, to participate in the deliberations, in particular for questions that relate to their activities or those involving coordination questions.</p>	<p>Board meetings and, based on General Assembly resolutions 48/162 and 50/227 of 24 May 1996, which, inter alia, call for the facilitation of the effective participation of observer Member States and observer States, may participate in its deliberations without the right to vote.</p> <p>2. The Executive Board may invite, when it considers it appropriate, representatives of the United Nations Secretariat, specialized agencies, any other organizations of the United Nations system, including the international financial institutions, and the regional development banks, to participate in the deliberations, in particular for questions that relate to their activities or those involving coordination questions.</p>	<p>request, in the deliberations of the Board, without the right to vote.</p> <p>2. Any Member of the United Nations or any Member or Associate Member of FAO, or of any other Specialized Agency or the IAEA, that is not a member of the Board, whose programme, project or other activity is under review, or who has a particular interest in a programme, project or other activity, shall have the right to participate, without the right to vote, in the relevant deliberations of the Board.</p> <p>3. The United Nations and FAO shall be invited to participate in the deliberations of the Board, without the right to vote.</p> <p>4. The Specialized Agencies of the United Nations and the IAEA and other international organizations and non-governmental organizations interested and cooperating with the Programme may be invited by the Executive Director, subject to the direction of the Board as appropriate, to attend sessions of the Board, without the right to vote.</p> <p>(Rules of Procedure, Rule XV)</p>
--	---	--	--	--

<ul style="list-style-type: none"> <li>• <b>Other organizations</b></li> </ul>	<p>The Board may invite other intergovernmental and non-governmental organizations to designate observers to attend its meetings (Rule 51)</p>	<p>XIII. Rule 16 3. The Executive Board may also invite, when it considers it appropriate, intergovernmental organizations and non-governmental organizations in consultative status with the Economic and Social Council to participate in its deliberations for questions that relate to their activities.</p>	<p>Rule 16  3. The Executive Board may also invite, when it considers it appropriate, intergovernmental organizations and non-governmental organizations in consultative status with the Economic and Social Council to participate in its deliberations for questions that relate to their activities.</p>	
<p><b>Amendment/suspension of rules of procedure</b></p>	<p>A rule of procedure may be amended or suspended by the Board (Rule 52)</p>	<p>XV. Rule 18 1. Any of these rules may be amended by a decision of the Executive Board, in accordance with Rule 15.</p>	<p>Rule 18  Any of these rules may be amended by a decision of the Executive Board, in accordance with rule 15.</p>	<p>Any of the foregoing Rules may be suspended by a two-thirds majority of the members present and voting at any meeting of the Board, provided that notice of the intention to propose the suspension has been communicated to the representatives not less than 24 hours before the meeting at which the proposal is to be considered. (Rules of Procedure, Rule XVI)</p> <p>Amendments of, or additions to, these Rules may be adopted by a two-thirds majority of the members present and voting at</p>

				any meeting of the Board, provided that the intention to propose the amendment or addition has been communicated to the representatives not less than 24 hours before the meeting at which the proposal is to be considered. (Rules of Procedure, Rule XVII)
<b>Relationship with Chief Executives Board</b>	No provision made	XIV. Rule 17 1. The Administrator of UNDP, the Executive Director of UNFPA or the Executive Director of UNOPS shall, on request, convey views of the Executive Board to the Chief Executives Board for Coordination. 2. The views of the Chief Executives Board for Coordination, when it so requests, shall be conveyed by the Administrator of UNDP, the Executive Director of UNFPA or the Executive Director of UNOPS to the Executive Board, together with any comments he/she may wish to make.	Rule 17  1. The Executive Director shall, on request, convey views of the Executive Board to the United Nations System Chief Executives Board for Coordination. The views of the Chief Executives Board, when it so requests, shall be conveyed by the Executive Director to the Executive Board, together with any comments he or she may wish to make.	No provision made

<b>Any other rules/provisions (please use this row if an item does not fit into the matrix)</b>				<b>- Financial Regulations</b>
---	--	--	--	------------------------------------

## G. Concise decision-tracking matrix format for common use

Name/Logo of UN agency]

Office of the Secretary of the Executive Board

Last update: XX May 2019

### DECISION MONITORING TABLE FOR 2019

The following matrix keeps track of the implementation of specific and time-bound requests contained in Executive Board decisions. The matrix is revised on a regular basis to keep the information relevant and up-to-date.

The full text of each decision is available by clicking on the decision number. For more details on other aspects of these decisions or for the full compendium of Executive Board decisions, please visit: [URL]

The status of a decision is indicated as follows: (1) GREEN signifies that an action has been “completed”;

(2) YELLOW signifies that an action is “in progress”.

<i>Decision</i>	<i>Category</i>	<i>Responsible division(s)</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
<b>First regular session, 5–6 February 2019</b>						
<a href="#">2019/1</a> Working methods	Working methods	Office of the Secretary of the Executive Board	Para 4: <i>Requests</i>	First regular session 2019		In progress
<a href="#">2019/4</a> Programme cooperation	Programme cooperation	Field Results Group	Para 3: <i>Requests</i>	Second regular session 2021		Completed
<a href="#">2019/5</a> Evaluation reports and management responses	Evaluation	Evaluation Office Programme Division	Para 6: <i>Requests</i>	Join meeting of the Board 2019		In progress

## Decision monitoring tables of the United Nations funds and programmes

### Comparative matrix

<b>UNDP</b>	<b>Decision</b>	<b>Category</b>	<b>Requests</b>	<b>Due date</b>	<b>Responsible parties</b>	<b>Progress and follow up action</b>	<b>Status</b>
<b>UNFPA</b>	<b>Decision</b>	<b>Category</b>	<b>Requests</b>	/	/	<b>UNFPA action and progress</b>	<b>Status</b>
<b>UNICEF</b>	<b>Decision</b>	<b>Responsible Division(s)</b>	<b>Requests</b>	<i>(Due date combined with status)</i>	<i>(Responsible Divisions in second column)</i>	<b>UNICEF action</b>	<b>Status/Deadline</b>
<b>WFP</b>	<b>Source/Board document</b>	/	<b>Action</b> <i>(i.e. paraphrase of actions requests by Member States))</i>	<i>(Due date combined with comments)</i>	<b>Responsibility</b> <i>(i.e., divisions or office)</i>	<b>Timeline/comments</b>	
<b>Template</b>	<b>Decision</b>	<b>Category</b>	<b>Responsible division(s)</b>	<b>Requests</b>	<b>Deadline</b>	<b>Progress and follow-up action</b>	<b>Status</b>

*Note:* UN-Women decision monitoring table is for internal use only (hence not available).

The categories/columns range from 5 to 7 depending on the agency. The template has 6 columns for harmonization/compromise purposes.

WFP includes a KPI in its Annual Performance Report on the percentage of actions requested at Executive Board sessions that are implemented by their agreed deadline. In 2018, there were 79 actions implemented by their agreed deadline, which accounted for 98 percent of the total actions.

## H. Table comparing the decision-negotiation practices at each Executive Board

### UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP Decision making process - comparative matrix

The table below sets out the various standard practices for negotiating decisions followed by the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP. The table includes the relevant actions carried out before, during and after the Board sessions.

UNDP/UNFPA/UNOPS		UNICEF		UN-Women		WFP	
Action	Timeline	Action	Timeline	Action	Timeline	Action	Timeline
<b>Before the session</b>							
The Executive Board secretariat shares a <i>draft decision table</i> , containing potential decisions expected to be adopted by the Board at the upcoming session, with the Bureau of the Board for its consideration	At least 4 weeks before the session	In accordance with a request of the Bureau in 2019, the regions are requested to nominate the facilitators of draft decisions.	At least 5 weeks before the session	Rule 15. Para 4. Draft decisions shall be submitted as early as possible to allow for their thorough consideration [...]  The Executive Board secretariat shares a <i>draft decision table</i> , containing potential decisions expected to be adopted by the Board at the upcoming session, with the Bureau of the	The Executive Board Secretariat shares the first draft of each of the draft decisions with Member States 10 – 14 days prior to the formal session, as soon as draft decisions are received, requesting written comments from Member States;	Rule III.6. The Executive Director shall submit documentation relating to items on the provisional agenda, in the languages of the Board in accordance with Rule XIV, to the members of the Board, the United Nations and FAO, normally four weeks before the beginning of a session, and to observers participating in its sessions upon	Normally 4 weeks before the beginning of a session

				Board for its consideration.		request. The documentation shall clearly present the issues proposed for decision by the Board.	
The Bureau of the Executive Board reviews the <i>draft decision table</i> and assigns facilitators from the regional groups as early as possible prior to the session, ideally by the time of the pre-session informal consultation.	By the time of the Pre-session informal consultation, so 2 weeks before the session	Guidelines on the facilitation of draft-decisions are circulated to the facilitators and the UNICEF focal points, and the facilitators are briefed on the process.	4 weeks before the session	The Bureau of the Executive Board reviews the draft decision table and assigns facilitators from the regional groups as early as possible prior to the session, ideally by the time of the pre-session informal consultation.	Member States are allowed approximately 7 days to provide written comments;	Draft decisions in all languages are included in documents to be considered or approved by the Board. Draft decisions are generally succinct actions, for example, Country Strategic Plans, include text such as “The Board approves the Congo country strategic plan (2019–2023) in document WFP/EB.1/2019/8-A/3 Revision 1 at a total cost to WFP of USD 97,921,641.”	
After the Bureau reviews the list of decisions	2 weeks before the session, following the	The location and timing of the in-session informal	3 weeks before the session			There are no face-to-face negotiations in	

<p>expected to be adopted at the upcoming session, the Executive Board secretariat compiles all the elements of potential draft decisions into <i>draft decision templates</i> which form the basis for negotiations.</p>	<p>Pre-session informal consultation</p>	<p>consultations for the negotiation of draft decisions are announced at the pre-session.</p>				<p>advance on draft decisions which are already included in documents to be tabled for consideration or approval up to four weeks before the session.</p>	
		<p>The compilation of draft decisions is circulated to the Executive Board for its preliminary input. In accordance with decision 2018/14 on working methods, Board members are encouraged to provide their comments on draft decisions prior to the start of the session.</p>	<p>2 weeks before the session</p>		<p>Comments are compiled by the Executive Board secretariat in tracked changes and recirculated to the board via email</p>	<p>During the last Bureau meeting before the session, once all documents are posted, should there be a request to revise a draft decision, the List Convenor will share with the Bureau for consideration. The proposed change is also circulated to Management for same.</p>	<p>Any consensus changes agreed prior to the adoption of the decision are posted in all languages at least 24 hours before adoption.</p>
		<p>The revised compilation of</p>	<p>1 day before the session</p>	<p>Format: The revised draft</p>	<p>A full day of informal</p>		

		draft decisions, with the authors of comments clearly identified, is circulated to the Executive Board.		decisions, with the authors of comments clearly identified, is circulated to the Executive Board. UN-Women follow the standard practice as outlined by the DGACM: <a href="http://www.dgacm.org/editorial/manual/">http://www.dgacm.org/editorial/manual/</a>	consultation takes place 1 day before the formal session, preferably in the same working week as the formal session days.		
<b>During the session</b>							
During the session, the Bureau holds daily morning meetings, and exchanges information and facilitates consensus on the draft decisions.	Daily	Informal consultations on draft decisions are held in a separate conference room or in the main conference room.	Two informal consultations are held on each day of the session: (1) following the morning meeting and (2) following the afternoon meeting. Exception: only one informal consultation is normally held on the last day of the session, following the	During the session, the Bureau holds daily morning meetings, and exchanges information and facilitates consensus on the draft decisions.  Informal consultations on draft decisions are held in a separate conference	Two informal consultations are held on each day of the session: (1) following the morning meeting and (2) following the afternoon meeting. Exception: only one informal consultation is normally held on the last day of the session, following the	Rule VI: 2. [...] The President shall present the issues for decision by the Board, direct the discussions at meetings, and at such meetings ensure observance of these Rules, accord the right to speak, call any speaker to order, put questions, sum	<b>As per Rule X, Conduct of Business: SUBMISSION OF PROPOSALS AND SUBSTANTIVE AMENDMENTS</b> 11. Proposals and substantive amendments shall, where possible, be submitted in writing to the

			<p>morning meeting.</p>	<p>room or in the main conference room.</p>	<p>morning meeting.</p>	<p>up the discussions and announce decisions. [...]</p> <p>Rule IX: 2. In the Board every effort shall be made to arrive at its decisions by consensus of the members. If the President determines that every effort to achieve a consensus on any matter has been exhausted, that matter may be put to a vote by the President acting on his or her own initiative or at the request of a member</p>	<p>Executive Director, who shall circulate copies to the members of the Board.</p> <p>12. Unless the Board decides otherwise, proposals and substantive amendments shall be discussed and decided upon no earlier than twenty-four hours after copies have been circulated to all members.</p> <p>13. Subject to paragraphs 11 and 12 of the present Rule, when the Board is in session, proposals and substantive amendments shall be formally introduced by the sponsoring member or members of the</p>
--	--	--	-------------------------	---	-------------------------	---	---

							Board. The President of the Board may announce deadlines for the submission of proposals and substantive amendments to ensure sufficient time for circulation and for consideration by members of the Board.
Delegations, through the facilitators, add new elements or make changes to the decisions, based on regional and informal consultations negotiating the texts. Also, The Executive Board secretariat distributes draft decision templates and the decision table to the plenary at the	Revised draft decisions circulated to Board Members and Observers twice a day—one morning and one at the end of the day. Negotiations on the decisions occur daily as needed.	The compilation of draft decisions is shared in hard copy.	Prior to each informal consultation	Delegations, through the facilitators, add new elements or make changes to the decisions, based on regional and informal consultations negotiating the texts. The Executive Board Secretariat distributes revised draft decisions to the Board membership according to the			

<p>end of each day of the session.</p> <p>The facilitator(s) provide briefings and/or updates to the plenary on progress towards reaching a final decision; Vice-Presidents continue to work with their respective regional groups to reach consensus on decisions.</p>				<p>progress made in informal consultations of the Executive Board.</p>			
<p>Facilitators, supported by the editors, finalize decisions after consensus has been reached.</p> <p>Facilitators and editors sign and date decisions to confirm accuracy of text prior to distribution to the plenary by</p>	<p>At the end of the session</p>	<p>Executive Board members make changes to the draft decisions and share those changes with the facilitators and OSEB.</p>	<p>Before and during each informal consultation</p>	<p>Facilitators, supported by the editors, finalize decisions after consensus has been reached.</p>		<p>There are no facilitators pre-session. Should a delegate propose a change to the draft decision during the session unless otherwise adopted on the spot, the Secretariat will circulate/pigeon-hole the</p>	<p>After 24-hour review, the change in the draft decision is retabled for approval.</p>

the secretariat.						proposed change in all languages for consideration over 24-hours.	
		Each decision agreed ad ref in informal consultations is sent to DGACM for translation into all official United Nations languages	Immediately after agreement ad ref (48 hours processing time)				
		Each day's final compilation of draft decisions is circulated to the Executive Board.	At the end of each day of the session, except for the last day			All items for consideration or approval have decisions adopted at the conclusion of the interventions and before proceeding to next item. All decisions adopted during the session are verified as a last session agenda item on the last day before the Executive Director provides concluding remarks.	Last item on last day of session is <i>Verification of decisions adopted during session.</i>

		Each decision agreed ad ref is distributed in hard copy in the conference room by DGACM Conference Officers.	Last day of the session, preferably an hour prior to adoption	Each decision is distributed in hard copy in the conference room, although the use of electronic versions as circulated by the Secretariat are encouraged.			
		The decisions are adopted.	Last day of the session. (Country programme documents are adopted immediately after their presentation during the session.)	Decisions are adopted.			
<b>After the session</b>							
Editors compile adopted decisions in the compendium of decisions and prepare the overview of decisions, which summarizes the action the Board took on each	Compendium is compiled at the end of the session, and processed for official posting the week after the session.	The preliminary compendium of adopted decisions is circulated to the Executive Board.	Shortly after the close of the session	Editors compile adopted decisions in the compendium of decisions and prepare the overview of decisions, which summarizes the action the Board took on each		N/A: only a summary of work of the session is prepared and presented at the subsequent session for approval.	

agenda item.				agenda item, and makes the compendium available online on the Executive Board Website.			
		Each decision is posted in all official United Nations languages on the United Nations Official Document System website.	48 hours after submission for translation	Each decision is posted in all official United Nations languages on the United Nations Official Document System website.			
		The compendium of adopted decisions is posted on the Executive Board website in English.	The next working day after the close of the session				
		The compendium of adopted decisions is posted on the Executive Board website in French and Spanish.	One week after the session				