UNDP draft decisions

Item 2. Annual report of the Administrator

(a) Midterm review of the UNDP Strategic Plan, 2014-2017, including the annual report of the Administrator for 2015
(b) Report of UNDP on the recommendations of the Joint Inspection Unit in 2015
(c) Statistical annex

The Executive Board

1. Recalls its decisions 2013/11 on the cumulative review and annual report of the Administrator on the UNDP Strategic Plan; performance and results for 2008-2012; 2013/27 on UNDP Strategic Plan 2014-2017; and 2015/7 on the annual report of the Administrator on the implementation of UNDP Strategic Plan 2014-2017;

2. Takes note of the midterm review of the UNDP Strategic Plan 2014-2017, including the annual report of the Administrator for 2015 (DP/2016/9), and its annexes;

3. Welcomes the alignment of UNDP work with the Strategic Plan 2014-2017 and the results achieved at mid-point;

4. Welcomes new analysis of the percentage of country offices achieving their cumulative milestones and requests further reporting in the 2017 annual report of the Administrator on changes in the percentages of country offices reaching or exceeding their cumulative milestones; and also requests UNDP to continue to improve the quality of data, analyses and evaluations used to measure country office performance and the linkages between global-level outcomes and country-level results;

5. Notes with appreciation that most gender indicators have exceeded their milestones, urges UNDP to take action and report where results on gender equality fall behind broader results and encourages UNDP to further support gender mainstreaming efforts and the shift towards more transformative interventions;

6. Concurs that the vision and expected results of the Strategic Plan 2014-2017 are generally well aligned with the 2030 Agenda for Sustainable Development and the Sustainable Development Goals;

7. Welcomes the commitment by UNDP to further bolster its institutional performance through the implementation of a substantial agenda of work in 2016-2017 as described in paragraph 84 of the report of the Administrator on the midterm review of the Strategic Plan, 2014-2017 (DP/2016/9);

8. Decides that changes proposed by UNDP in annexes 7 and 8 of the report of the Administrator on the midterm review of the Strategic Plan, 2014-2017 (DP/2016/9) will need further consultations with Member States, including in the context of the preparation of the next strategic plan;

9. Expresses concern over the continued downward trend of resources, particularly core resources, which constrains the ability of UNDP to ensure global development effectiveness and to maintain funding for the programme budget;

10. Requests UNDP to provide in the next annual report some further analysis on the relationship between financial resources invested and results achieved;

11. Requests UNDP to start early preparations for the next Strategic Plan, in full consultation with the Executive Board, taking fully into account the outcome of the 2016 quadrennial comprehensive policy review of United Nations operational activities for development and lessons learned from the midterm review, and to present a road map at the 2016 second regular session of the Executive Board for the consultations planned in the preparation of the next strategic plan;

12. Notes with appreciation the collaboration with other United Nations funds and programmes during the preparation of the midterm review and encourages further
dialogue and engagement during the preparation of the next strategic plan to enhance complementarity, coherence and effectiveness in support of the 2030 Agenda and the Sustainable Development Goals;

13. Welcomes the format of the annual report that combines annual progress as well as a cumulative review of the implementation of the strategic plan, requests the Administrator to continue to use this format for the annual report to be presented at the annual session of 2017 and further requests the Administrator to submit the UNDP strategic plan, 2018-2021 at the 2017 second regular session of the Executive Board.

10 June 2016

Tumamie Blair, Facilitator

Tatsunori Higuchi, Facilitator

Deirdre O'Shea, Editor
Item 3. Financial, budgetary and administrative matters

Midterm review of the UNDP integrated budget, 2014-2017

The Executive Board


2. Takes note of the report of the Advisory Committee on Administrative and Budgetary Questions on the midterm review of the UNDP integrated budget 2014-2017;

3. Emphasizes that the integrated budget consists of both an institutional and a programmatic component, and requests UNDP to ensure that future reporting equally covers both components;

4. Recalls Executive Board decision 2013/28, in which the Board noted the need to maintain adequate resource levels of the Office of Audit and Investigation, the Ethics Office, and the Evaluation Office, and requested that budget allocations to them be based on their workplans that are approved by or submitted for information to the Executive Board be presented as distinct line items;

5. Recalls Executive Board decision 2015/16, which emphasized that regular resources are the bedrock of UNDP and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carry out its work, and in this regard, encourages UNDP to further mobilize these resources while continuing to mobilize other resources to respond to the needs of all programme countries, particularly the poorest and most vulnerable;

6. Recognizes that government cost-sharing constitutes a voluntary funding mechanism that strengthens national ownership as well as contributes to the achievement of country programmes and, in that regard, underlines the need to take the special characteristics of government cost-sharing into account when considering mechanisms to incentivize less restricted/earmarked other resources funding, while ensuring the alignment of such resources to the Strategic Plan;

7. Recalls Executive Board decision 2013/28 in which the Board approved appropriations from regular resources for the institutional component of the integrated budget, 2014-2017;

8. Recognizes that UNDP has incorporated the results-based budgeting approach in its integrated budget, and requests UNDP to provide information on major items of expenditure under post and non-post resources in future reports on the integrated budget, and to improve analysis of variances between expenditures against planning estimates;

9. Welcomes the reduction of management costs as a proportion of the institutional component of the integrated budget and encourages continued action to achieve progress on the existing targets in this area;

10. Acknowledges progress made by UNDP in cost alignment through implementation of the cost-recovery policy, notes that UNDP should make further progress and encourages UNDP contributors to adhere to the aspects of the cost-recovery policy approved by the Executive Board in decision 2013/9;

11. Recalls its decision 2013/9 and looks forward to the findings of the external and independent assessment of the consistency and alignment of the cost-recovery methodology with General Assembly resolution 67/226;
12. Encourages UNDP to work with other United Nations system entities to ensure an integrated approach to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development;


10 June 2016

Abdallah Bachar Bong, Facilitator

Deirdre O’Shea, Editor
Annual report on evaluation and management response

The Executive Board

1. Takes note of the summary (DP/2016/13) and of the full annual report;

2. Requests UNDP to address the issues raised;

3. Looks forward to reviewing the new UNDP evaluation policy at the next session of the Executive Board;

4. Notes with concern the decrease of the budget of the Independent Evaluation Office and urges management to provide sufficient resources consistent with the levels established by the Board in the multi-year budget, and make timely allocations of such resources to the Independent Evaluation Office and decentralized evaluation functions to ensure that they can carry out their work effectively.

5. Notes the steps taken by UNDP management to improve the quality of the decentralized evaluation function and urges UNDP management and the Independent Evaluation Office to continue to take steps to strengthen the quality of decentralized evaluation, including strengthening capacities at regional service centres and country levels, as well as the quality assurance chain throughout the organization;

6. Requests UNDP to ensure that future annual reports on evaluation more clearly analyse results and implemented activities with reference to the approved annual workplan of the Independent Evaluation Office;

7. Approves the programme of work and budget for the Independent Evaluation Office for 2016 and for 2017 (proposed).

10 June 2016

Mohamed Dabo, Facilitator
Deirdre O’Shea, Editor

The Executive Board

1. Takes note of the results achieved by the United Nations Capital Development Fund (UNCDF) in 2015 and the positive position of UNCDF in a changing development finance landscape;

2. Notes that the midterm review of its strategic framework, 2014-2017 confirms the continued strong performance of UNCDF against set targets, and in that regard welcomes the revised integrated results and resources matrix;

3. Recognizes the strategic positioning of UNCDF in developing innovative programmes and partnerships with the public and private sectors, particularly linked to domestic resource mobilization, in support of poor households, small businesses and underserved regions, and notes the strong relevance of UNCDF innovations and ‘last mile’ finance models for the implementation of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Plan, the Istanbul Programme of Action and other relevant international agreements;

4. Recognizes the four-window funding architecture of UNCDF as an appealing option for other resources (non-core) contributions, as well as the critical role of regular resources;

5. Expresses concern that regular resources remain far short of the $25 million threshold agreed to in the Strategic Framework to ensure the UNCDF presence and innovative financing models in at least 40 least developed countries (LDCs), and notes with concern that as a result, the number of LDCs supported by UNCDF fell from 33 in 2013 to 31 in 2015;

6. Recommits to supporting the work of UNCDF over the next two years, including through encouraging Member States to fully fund regular resource requirements;

7. Recognizes that a reliable base of regular resources is required, in accordance with the quadrennial comprehensive policy review of the operational activities for development of the United Nations system, to ensure that UNCDF maintains its ability to innovate, so that it can leverage additional resources and enable follow-on investment, including through domestic resource mobilization for local development, and aware of the importance of guaranteeing its presence in up to 40 LDCs as called for in decision 2014/2;

8. Encourages UNCDF to continue exploring new ways to raise and use innovative sources of financing, consistent with its mandate to achieve greater development impact for LDCs;

9. Calls on Member States in a position to do so to contribute to UNCDF regular resources to ensure that it can reach the target of $25 million per year in regular resources;

10. Welcomes the format of the annual report that combined annual progress as well as a cumulative review of the strategic framework and requests UNCDF to continue to use this format at the annual session of 2017.

Mayihong Thammavongs, Facilitator

Deirdre O’Shea, Editor

10 June 2016
United Nations Volunteers: Report of the Administrator

The Executive Board

1. Takes note of the results-oriented biennial report of the Administrator (DP/2016/15);

2. Expresses appreciation to all UN Volunteers and UN Online Volunteers mobilized by UNV for their outstanding contributions to peace and to development globally during the 2014-2015 biennium, especially the 83 per cent of UN Volunteers from countries of the global South, who represent a significant South-South contribution;


4. Welcomes UNV support to programme countries and United Nations organizations in their efforts towards peace and development through the integration of volunteers and volunteerism;

5. Requests that UNV build on the progress made in pursuing forward-looking and innovative approaches and partnerships to developing volunteer solutions for sustainable development challenges in the 2030 Agenda for Sustainable Development, including collaboration with partners such as academia, civil society, the private sector and others;

6. Commends UNV for its active involvement in the development of the 2030 Agenda and in particular welcome the role of UNV in the implementation of the plan of action to integrate volunteering into peace and development policies and programmes for the next decade and beyond, in line with General Assembly resolution 70/129 of 17 December 2015;

7. Requests UNV to consult regularly with Member States and relevant partners, at a regular informal consultation of the Executive Board, on the plan of action to ensure that the efforts of multiple stakeholders are leveraged for more people to use volunteerism as a vehicle to engage in implementing the Sustainable Development Goals;

8. Welcomes the UNV approach at midterm of maintaining an ambitious approach to strategic targets, noting that although full achievement across all result targets represents a significant challenge, these elevated targets continue to strategically orient UNV and are critical to both the development impact and financial sustainability of UNV in the long term;

9. Notes the UNV midterm financial analysis and results for 2014-2015, specifically the importance of regular resources, provided by Members States to UNV through UNDP, to the UNV operational base to deliver its core mandate;

10. Reaffirms the crucial role of the Special Voluntary Fund as an indispensable component of UNV resources, providing seed funding for innovative projects, and call upon all development partners in a position to do so to contribute to the Fund.

10 June 2016

Sofya Simonyan, Facilitator

Deirdre O'Shea, Editor
UNFPA draft decisions

Item 10. Annual report of the Executive Director

Report of the Executive Director: Integrated progress and midterm review report on the implementation of the UNFPA strategic plan, 2014-2017
Statistical and financial review, 2015
UNFPA report on the recommendations of the Joint Inspection Unit in 2015

2016/1

The Executive Board

1. Takes note of the three documents that make up the report of the Executive Director (DP/FPA/2016/2), including the relevant annexes available on the UNFPA website;

2. Welcomes the findings, as contained in the report and in the revised integrated results framework (annex I to the present report), as important steps in aligning the UNFPA strategic plan, 2014-2017, to the ICPD Beyond 2014 and the 2030 Agenda for Sustainable Development;

3. Welcomes the progress achieved during 2014-2015 in implementing the UNFPA strategic plan, while recognizing the challenges for its further implementation, and also welcomes the commitment of management to maintaining the strategic focus of the organization;

4. Approves the revised integrated results framework of the Strategic Plan, 2014-2017 (DP/FPA/2016/2, Part I, Annex I) and subsequent revisions of the Global and Regional Interventions, and encourages all countries to assist UNFPA in reaching the total figure for regular and other resources for the remainder of the strategic plan period, including through multi-year pledges;

5. Notes with appreciation the reporting on results and performance analysis in the annual report of the Executive Director, and requests UNFPA to provide further information on lessons learned and actions to improve programming;

6. Stresses the importance of regular resources for the effective implementation of the strategic plan, and encourages countries to increase their contributions to the regular resources of UNFPA;

7. Requests UNFPA to start early preparations for the next strategic plan, in full consultation with the Executive Board, taking fully into account the outcome of the 2016 quadrennial comprehensive policy review of United Nations operational activities for development and lessons learned from the midterm review, and to present a road map at the 2016 second regular session of the Executive Board for the consultations planned in the preparation of the next strategic plan;

8. Notes with appreciation the collaboration with other United Nations funds and programmes during the preparation of the midterm review, and encourages further dialogue and engagement during the preparation of the next strategic plan, to enhance complementarity, coherence and effectiveness in support of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals;

9. Welcomes the format of the annual report that combines annual progress as well as cumulative review of the implementation of the strategic plan, and requests the Executive Director to continue to use this format for the annual report, to be presented at the annual session of 2017, and further requests the Executive Director to submit the UNFPA strategic plan, 2018-2021, at the 2017 second regular session of the Executive Board.

Alf Vestrheim, Facilitator

Horst Rutsch, Editor

June 2016
Item 10. Annual report of the Executive Director

(a) Midterm review of the UNFPA integrated budget, 2014-2017
(b) Report of the Advisory Committee on Administrative and Budgetary Questions on the midterm review of the UNFPA integrated budget, 2014-2017

2016/2

The Executive Board


2. Also takes note of the Report of the Advisory Committee on Administrative and Budgetary Questions on the midterm review of the UNFPA integrated budget, 2014-2017 (DP/FPA/2016/4);

3. Acknowledges the organization's containment of costs, in light of revised revenue projections, as evidenced by the revised lower appropriations requested for institutional budget and global and regional interventions;

4. Welcomes UNFPA efforts to align costs with the harmonized cost classification framework approved by the Executive Board, thereby presenting a budget that more accurately reflects the activities performed within the organization;

5. Recognizes that UNFPA has incorporated the results-based budgeting approach in its integrated budget, and requests UNFPA to improve analysis of variances between expenditures against planning estimates;

6. Takes note of the information on cost recovery contained in the report, and urges UNFPA and its contributors to fully adhere to the cost recovery policy approved by the Executive Board in decision 2013/9, including the recovery of indirect costs and charging direct costs arising from the implementation of projects and programmes funded from other resources;

7. Recalls its decision 2013/9, and looks forward to the findings of the external and independent assessment of the consistency and alignment of the cost recovery methodology with General Assembly resolution 67/226;

8. Requests UNFPA, in consultation with UNDP, UNICEF and UN-Women, as appropriate, to incorporate relevant lessons learned from the integrated budget, 2014-2017, in the preparation of the integrated budget for 2018-2021;

9. Takes note of the assessment of ways to enhance results-based budgeting in the preparation of the next proposed integrated budget, for 2018-2021;

10. Approves the revised gross estimates for the institutional budget 2014-2017 in the amount of $609.9 million, and notes that these estimates include $150.4 million for cost recovery from other resources;

11. Recalls its decision 2015/3 on scaling up UNFPA humanitarian response funding, stresses the importance of the funding arrangements contained therein, and looks forward to the UNFPA report on its humanitarian response funding at the first regular session 2017.

12. Approves the revised estimates for global and regional interventions 2014-2017 in the amount of $231.5 million;

13. Decides that the appropriated amount should be used to achieve the results of the strategic plan that are linked to those resources;

14. Encourages UNFPA to work with other United Nations system entities to ensure an integrated approach to the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

Belal Abdo, Facilitator

Horst Kutsch, Editor

June 2016
Item 12. Evaluation (UNFPA)

Annual report of the UNFPA Evaluation Office, 2015

Thematic evaluation of UNFPA support to population and housing census data to inform decision-making and policy formulation, 2005-2014

2016/

The Executive Board

Part A: Annual report on evaluation for 2015

1. Takes note of the present report on the evaluation function at UNFPA (DP/FPA/2016/5), including the Evaluation Office workplan for 2016 (annex I), and the management response to the report;

2. Reaffirms the role played by the evaluation function in UNFPA, and the relevance of the principles set out in the revised evaluation policy (DP/FPA/2013/5), and reiterates the importance of adequate resource allocations for evaluation, including from other resources for noncore-funded programmes;

3. Welcomes the improvements in the quality of decentralized evaluations, and encourages UNFPA to continue to strengthen capacities and to allocate adequate resources, as appropriate, for decentralized monitoring and evaluation;

4. Takes note of the progress in the implementation of the recommendations presented in the 2015 report, and encourages UNFPA to take further action to ensure their full implementation;

5. Requests the Evaluation Office to report in 2017 on the state of the evaluation function at UNFPA.

Part B: Thematic evaluation of UNFPA support to population and housing census data to inform decision-making and policy formulation 2005-2014

6. Takes note of the thematic evaluation of UNFPA support to population and housing census data to inform decision-making and policy formulation, 2005-2014, and the management response to the report;

7. Welcomes the findings and conclusions of the thematic evaluation, especially the recognition of the important role of UNFPA in supporting census within the United Nations system and with national statistics offices, and the significant contribution that UNFPA support provided to the 2010 census round;

8. Recognizes the importance of the work of UNFPA in supporting countries to undertake the 2020 round of census and to build the capacity to generate and use such data, as well as civil registration and vital data for the achievement of the Sustainable Development Goals, and stresses the need for countries and other partners to extend the necessary support to position the organization in this regard;

9. Notes that a number of strategic issues raised in the report require continued attention and follow-up by management, and welcomes the fact that UNFPA management has already implemented a number of the recommendations set forth in the report;

Requests UNFPA to fully take into account the recommendations of the thematic evaluation in its strategic and operational response, and to include an update on progress at the annual session 2017.

Isabelle Hentic, Facilitator

Horst Rausch, Editor
United Nations Office for Project Services: Annual report of the Executive Director

The Executive Board

1. Welcomes the annual report of the Executive Director and appreciates the value added brought by UNOPS to partners, as an innovative, cost-effective and forward-leaning organization;

2. Takes note with appreciation of the successful implementation of the ‘oneUNOPS’ enterprise resource planning system as well as the attendant incorporation of management of personnel benefits and entitlements, treasury operations and investment of cash and other liquid instruments based on recommendations of the Investment Committee;

3. Encourages UNOPS to continue its efforts to facilitate partnerships between the public and private sectors in the realm of sustainable social impact investments, with strong emphasis on the mandated areas of UNOPS such as infrastructure development, procurement and project management, and in this context, welcomes the intention of UNOPS to make appropriate corporate structural adjustments with a view to mitigating potential reputational risks and financial liabilities, and in line with relevant best practices and international standards on governance and transparency;

4. Notes the healthy financial position of UNOPS and supports the creation of a seed capital fund aimed at utilizing a portion of UNOPS operational reserves to make targeted contributions to early-stage investment projects in UNOPS mandated areas, with a view to leveraging high-impact transformational initiatives in countries with a United Nations field presence, in collaboration with like-minded donors and investors and fully in line with the strategic priorities of the respective Governments and the United Nations coherence agenda.

7 June 2016

Nikola Ivezaj, Facilitator

Deirdre O’Shea, Editor
Joint draft decisions

Item 14. Internal audit and oversight

Reports of UNDP, UNFPA and UNOPS on internal audit and investigations and management responses

2016/

The Executive Board

1. Welcomes the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2014;

2. Notes with appreciation efforts to implement outstanding audit recommendations from previous reports;

3. Welcomes the inclusion of a limited audit opinion on the adequacy and effectiveness of the organizations’ frameworks of governance, risk management and control systems in the annual reports of the respective internal audit functions;

4. Notes the partially satisfactory ratings for UNDP, UNFPA and UNOPS, requests the respective internal audit functions to include a rationale supporting their opinion in future reporting, and urges management of each agency to continue and intensify efforts to strengthen the functioning of their governance, risk management and control frameworks;

5. Notes with concern that the audits of UNDP and UNFPA flag a number of areas of recurring weaknesses, including on programme management, procurement, governance and financial management, appreciates information provided by management on efforts to address these weaknesses, and urges management to continue and intensify efforts to address these issues and provide further information on the impact of the measures they have taken.

With regard to UNDP:

6. Takes note of the report on internal audit and investigations (DP/2016/16), its annexes, and the management response;

7. Expresses its continuing support for strengthening the internal audit and investigation functions of UNDP;

8. Notes with concern the low levels of defrauded funds reported in investigations as recovered, welcomes efforts to identify the obstacles that are hindering recovery, urges UNDP to do all it can to ensure timely recovery of defrauded funds, welcomes the organization’s work on anti-fraud systems and processes, and urges UNDP to prioritize this work;

9. Notes with concern that procurement continues to be a recurring audit issue and accounts for nearly one-third of complaints received by the investigations unit, and urges UNDP to address this as a matter of priority and inform the Board on all progress made;

10. Takes note of the annual report of the Audit Advisory Committee, and the management response thereto;

11. Notes with appreciation the increased organizational transparency generated by the systematic disclosure of UNDP internal audit, as per the UNDP policies for the disclosure of audit reports issued by OAI, in accordance with decision 2012/18 of the Executive Board;

12. Notes the number of unsatisfactory rating reports of UNDP internal audits, welcomes the steps already taken by UNDP, concerned UNDP country offices and the United Nations Office of South-South Cooperation to fully implement all recommendations contained in all unsatisfactory ratings reports, taking into account the need to clarify management relationships and reporting lines, and ways of improving transparency, accountability, effectiveness and efficiency, and looks forward to an update at the next annual session 2017.

With regard to UNFPA:

13. Takes note of the report on internal audit and investigation activities in 2015 (DP/FPA/2016/7), including its annexes, the annual report of the Audit Advisory Committee (DP/FPA/2016/7/Add.1), and the management response to the two reports (DP/FPA/2016/CRP.2);

14. Expresses its continuing support for the strengthening of the audit and investigation functions at UNFPA, and for the provision of appropriate and sufficient resources to discharge their mandate;

15. Notes with concern the complaints of pharmaceutical product diversion, and urges UNFPA to continue its efforts to strengthen accountability, including through oversight of inventory management and implementing partners, and to report to the Board on these efforts in future sessions;

16. Notes the progress made to establish an enterprise risk management system, and urges UNFPA to further strengthen risk management processes by ensuring that risk mitigation actions are defined and implemented in a timely manner;

17. Acknowledges and supports the engagement of the Office of Audit and Investigation Services in joint audit and investigation activities.

With regard to UNOPS:

18. Takes note of the annual report of the Internal Audit and Investigations Group for 2015 and the management response thereto;

19. Takes note of the progress made in implementation of audit recommendations, including those that are more than 18 months old;

20. Takes note of the annual report of the Audit Advisory Committee for 2015 (in line with Executive Board decision 2008/37);

21. Notes with concern that project management and procurement continue to be two of the functional areas with the highest rates of recommendations issued, and urges UNOPS to address this as a matter of priority;

22. Also notes with concern the persistent evidence of financial irregularities, particularly with regard to procurement fraud, and urges UNOPS to continue efforts to deter, detect and prevent fraud and to strengthen efforts to recuperate all financial losses.

Sinead Clifford, Facilitator

Horst Rutsch, Editor

June 2016
Item 15. Reports of the ethics offices of UNDP, UNFPA and UNOPS

Reports of the ethics offices of UNDP, UNFPA and UNOPS

2016/

The Executive Board

1. Welcomes the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2016/17, DP/FPA/2016/8 and DP/OPS/2016/4);

2. Also welcomes efforts by UNDP, UNFPA, and UNOPS to promote a speak-up culture;

3. Notes the progress made by the UNDP, UNFPA, and UNOPS ethics offices and the role of their recommendations to management in strengthening the ethical culture, including training and innovative methods, to raise ethics awareness and protection against retaliation;

4. Expresses concern regarding instances of whistleblower retaliation, and notes that both UNDP and UNFPA had one confirmed case each of retaliation;

5. Requests the annual ethics office reports of all organizations to include, when substantiated cases of whistleblower retaliation are found, information regarding steps taken to protect complainants from further retaliation during the investigation and remedies provided to victims of proven retaliation;

6. Encourages management to hold all found responsible for misconduct accountable and encourages management to include data in the annual report on disciplinary and/or administrative action taken, including for those who engaged in retaliation;

7. Urges senior management to ensure that all managers, both current and future, have the necessary training and conflict resolution skills to promote a culture of ethics and integrity and the management skills to proactively respond to workplace disputes;

8. Recognizes that in-person training and advice is critical to enabling the ethics offices to fulfill their mandates and provide protection from retaliation, and welcomes the innovative programmes undertaken in order to provide remote services at a reduced cost;

9. Recognizes the reduction in core resources, and urges management to continue exercising flexibility over the ethics office budgets to ensure they can continue to provide independent and effective in-person services;

10. Encourages the ethics offices of UNDP, UNFPA and UNOPS to continue to provide management with advice and recommendations; and urges management to continue to work together with the ethics offices to implement the recommendations and to report to the Board on implementation of these recommendations and outstanding recommendations from previous years.

Caroline Kern, Facilitator

Horst Rutsch, Editor

June 2016