Chapter II

Operational activities for development

In 2014, the United Nations continued to review how its development operations should be situated in the evolving post-2015 development agenda, including in the context of the quadrennial comprehensive policy review (QCPR) of operational activities for development in the UN system, conducted by the General Assembly in 2012. Several UN entities had aligned their strategic plans with QCPR in timing and content, but progress was uneven in some areas related to the coherent and effective functioning of the UN development system. During its operational activities for development segment, the Economic and Social Council held a high-level dialogue on the changing landscape of development cooperation and what that meant for the UN system, and adopted a resolution calling for wider implementation of QCPR. In December, the General Assembly adopted resolutions that affirmed UN operational activities for development should make a key contribution to the objectives of the post-2015 development agenda, and invited UN development entities, in collaboration with national and international stakeholders, to support efforts to strengthen the capacity of Member States in the evaluation of development activities.

Development assistance was mainly provided through the United Nations Development Programme (UNDP), in its dual role as the lead UN development agency and coordinator of the UN development system. During the first year of its strategic plan, 2014–2017, UNDP took steps to streamline its operations and the use of its resources, with an emphasis on lasting and measurable development impacts. Progress against the strategic plan was on track, with performance against many development outputs exceeding milestones. Millions of people benefited from achievements in the areas of sustainable development pathways, inclusive and effective democratic governance, and resilience building. UNDP also boosted its readiness and agility to respond to crises—in 2014, it led the UN system early recovery support to the Ebola-affected countries of Guinea, Liberia and Sierra Leone. Organizational restructuring started to deliver benefits, and UNDP initiated critical reforms, including an upgraded strategic planning architecture; institution-wide efforts to boost and measure programme quality; and new standards for project quality. During the year, contributions to UNDP regular resources totalled $0.793 billion, compared to $0.896 billion in 2013. Other resources contributions fell to $3.92 billion, from $3.94 billion in 2013. Total UNDP revenue decreased to $5 billion, from $5.15 billion in 2013, while total expenses rose slightly to $5.31 billion in 2013, compared to $5.24 billion in 2013.

The UNDP-administered United Nations Volunteers (UNV) programme—with 6,325 volunteers from 155 countries—provided a total financial value of $201 million, supported by the UNDP regular resources. The UNV strategic framework 2014–2017 was launched during the year, and key results were the increased acknowledgement of volunteers and volunteerism as powerful resources and vital components of sustainable development; further mobilization of UNV volunteers for the delivery of peace and development results; and the enhancement or forging of traditional and new partnerships within and outside the UN system.

The United Nations Office for Project Services (UNOPS) delivered more than 1,200 peacebuilding, humanitarian and development projects in over 80 countries. UNOPS delivery during the year was $1.2 billion, compared to $1.16 billion in 2013. That increase was mainly due to increased demand for UNOPS support to partners’ development work in Afghanistan and Myanmar; mine action services in Mali, Somalia and South Sudan; and humanitarian response activities in the Middle East.

In May, pursuant to the 2013 upgrade of the Special Unit for South-South Cooperation to the United Nations Office for South-South Cooperation, the Secretary-General appointed a Special Envoy on South-South Cooperation. In December, the General Assembly adopted a resolution that requested the UN development system to continue improving coordination among its agencies to enhance its support for South-South and triangular cooperation, and requested the UNDP Administrator to establish a more formalized and strengthened inter-agency mechanism, coordinated by the United Nations Office for South-South Cooperation, to encourage joint support for South-South and triangular initiatives.

System-wide activities

Operational activities segment of the Economic and Social Council

The Economic and Social Council, during its 2014 substantive session [A/69/3/Rev.1], discussed UN operational activities for international development cooperation. On 30 January (decision 2014/204), the Council decided that the focus of its 2014 operational activities segment would be the changing landscape of development cooperation and what that meant for the UN system.
At meetings of its high-level segment from 24 to 26 February and on 14 July, the Council considered the follow-up to policy recommendations of the General Assembly and the Council; reports of the Executive Boards of the United Nations Children’s Fund (UNICEF), the World Food Programme (WFP), the United Nations Entity for Gender and the Empowerment of Women (UN-Women), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS); the WFP annual report for 2013; and the report of the High-level Committee on South-South Cooperation on its eighteenth (2014) session. The Council took note of those reports on 14 July (decision 2014/228).

Also before the Council were the Secretary-General’s report on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the UN system [A/69/63-E/2014/10] (see below), and a note by the Secretary-General on the policy for independent system-wide evaluation of operational activities for development of the UN system [A/68/658-E/2014/7] (YUN 2013, p. 840).

On 24 February, the Council held a high-level dialogue on “The changing development landscape: what does it mean for the United Nations system?” and a dialogue with the executive heads of the UN funds and programmes on “Looking to the future: current and emerging strategic priorities”. On 25 February, the Council held a policy dialogue on the “United Nations system working as one: how to make it happen?” and a dialogue with the specialized agencies on “The changing development landscape: what will it mean for specialized agencies in a post-2015 era with focus on sustainable development?” On 14 July, the Council adopted resolution 2014/14 (see p. 000).

**Operational activities for development**

**Comprehensive policy review**

On 6 February [A/69/63-E/2014/10], the Secretary-General reported to the Economic and Social Council on progress in the implementation of General Assembly resolution 67/226 (YUN 2012, p. 859) on the quadrennial comprehensive policy review (QCPR) of operational activities for development of the UN system. The report provided an overview of results achieved, as well as measures and processes implemented in the follow-up to the QCPR by the end of 2013.

In response to Economic and Social Council resolution 2013/5 (YUN 2013, p. 837), for the first time the report integrated the analyses of both the funding of the UN operational activities for development and the implementation of QCPR. A new single, coherent and comprehensive monitoring and reporting framework on QCPR had been developed, with full ownership by the UN development system. Several UN entities had aligned their new strategic plans with QCPR both in timing and content, and there was progress on many mandates of the QCPR resolution, though it was uneven in some areas in relation to the coherent and effective functioning of the UN development system. The report highlighted that effective follow-up to QCPR must be situated in the evolving post-2015 development agenda, and that there was need for an internal reflection by the UN development system on policy coherence and fit for purpose in the context of the changes in the overall global environment and the new development cooperation landscape.

**2012 financing.** Total funding for operational activities for development of the UN system amounted to $23.9 billion in 2012. About two thirds ($16.2 billion) were directed towards development-related activities, with the other one third ($7.7 billion) spent on humanitarian assistance-related activities. Some three quarters of total contributions in 2012 were made directly by Governments, which included the contributions made to the UN multi-donor trust funds. The remaining 25 per cent was accounted for by the European Commission and by non-governmental organizations, public-private partnerships and other multilateral institutions. Those sources of funding had increased significantly over the past 15 years, which indicated a broadening of the donor base. Expenditures totalled $24.2 billion in 2012, compared with $25.1 billion in 2011.

Funding for operational activities for development was concentrated in a relatively small number of UN entities. The top 10—the United Nations Development Programme (UNDP), the World Food Programme (WFP), the United Nations Children’s Fund (UNICEF), the World Health Organization (WHO), the Office of the United Nations High Commissioner for Refugees (UNHCR), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), the United Nations Population Fund (UNFPA), the International Fund for Agricultural Development (IFAD) and the United Nations Educational, Scientific and Cultural Organization (UNESCO)—accounted for 88 per cent of all contributions in 2012. For most entities, the non-core component of funding exceeded the core component, sometimes by a significant margin. Consequently, the sustainability of the results intended to be achieved by the strategic plans was compromised, and the flexibility required by entities to dynamically respond to the changing needs and priorities of programme countries was curtailed.

By region, in 2012, Africa received 36 per cent of total expenditures; Asia and the Pacific 18 per cent; the Americas 9 per cent; Western Asia 8 per cent; and Europe 2 per cent.
ECONOMIC AND SOCIAL COUNCIL ACTION

On 14 July [meeting 42], the Economic and Social Council adopted resolution 2014/14 [draft: E/2014/L.19] without vote [agenda item 6].

Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system

The Economic and Social Council,
Recalling General Assembly resolutions 67/226 of 21 December 2012 and 68/229 of 20 December 2013 and Economic and Social Council resolution 2013/5 of 12 July 2013, in which key system-wide policy orientations were established for development cooperation at both the Headquarters and the country levels,
Recalling the critical role of the Council in providing coordination, monitoring and guidance to the United Nations system to ensure that those policy orientations are implemented in a full and timely manner on a system-wide basis in accordance with the present resolution and General Assembly resolutions 48/162 of 20 December 1993, 50/227 of 24 May 1996, 57/270 B of 23 June 2003, 61/16 of 20 November 2006, 65/285 of 29 June 2011, 67/226 and 68/1 of 20 September 2013,
Reaffirming the importance of the timely and full implementation of the system-wide policy orientations established in General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system,
Recalling thequadrennial comprehensive policy review and align their work in the area of operational activities for development with the review;
7. Reiterates its request to the United Nations funds and programmes that have not already done so to consolidate their annual reporting on the implementation of the quadrennial comprehensive policy review within their reporting on the implementation of their strategic plans;
8. Requests the United Nations funds and programmes to continue to improve the quality of their annual reports to the Economic and Social Council;
9. Reiterates its encouragement to entities of the United Nations development system with operational activities for development that have not done so to fully align their strategic plans and their strategic planning and budgeting cycles with the quadrennial comprehensive policy review, taking into account their respective mandates;

Funding of operational activities for development of the United Nations system

10. Reiterates that core resources, because of their untied nature, continue to be the bedrock of the operational activities for development of the United Nations system, and in this regard recognizes the need for organizations to address, on a continuous basis, the imbalance between core and non-core resources and to report to the Council in 2013, as part of their regular reporting, on the measures taken to address this imbalance;
11. Notes that the majority of the increase in funding for the United Nations development system between 1997 and 2012 was in the form of non-core resources, resulting in an imbalance between core and non-core resources, and notes with concern that the percentage of core resources in the overall funding for operational activities has declined, representing only 28 per cent in 2012;
13. Recognizes that non-core resources pose challenges, in particular restricted earmarked funding such as single-donor project-specific funding, by potentially increasing transaction costs, fragmentation, competition and overlap among entities and providing disincentives for pursuing an Organization-wide focus, strategic positioning and coherence and may also potentially distort programme priorities regulated by intergovernmental bodies and processes;

14. Expresses its regret that the mandate contained in General Assembly resolution 67/226 with respect to taking concrete measures to broaden the donor base was not fulfilled, and requests the United Nations funds and programmes and encourages specialized agencies that have not done so to report to their governing bodies at a 2014 session on concrete measures taken to broaden the donor base and increase the number of countries and other partners making contributions to the United Nations development system in order to reduce the reliance of the system on a limited number of donors;

15. Also expresses its regret that the mandate contained in General Assembly resolution 67/226 with respect to the critical mass of core resources was not fulfilled, and reiterates the request to the United Nations funds and programmes to define common principles for the concept of critical mass of core resources, which may include the level of resources adequate to respond to the needs of the programme countries and to produce the results expected in strategic plans, including administrative, management and programme costs, in consultation with Member States, and to present specific proposals in 2014 with a view to a decision in 2014;

16. Stresses the need to avoid the use of core/regular resources to subsidize non-core/extrabudgetary financed activities, reaffirms that the guiding principle governing the financing of all non-programme costs should be based on full cost recovery, proportionally, from core and non-core funding sources, and in this regard notes the timelines agreed by the executive boards of the United Nations Development Programme, the United Nations Population Fund, the United Nations Children’s Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) for an independent and external assessment to be performed in 2016 of the consistency and alignment of the new cost recovery methodology with the quadrennial comprehensive policy review;

17. Recalls the request contained in General Assembly resolution 67/226 to the executive boards of the United Nations funds and programmes and the governing bodies of the specialized agencies, as appropriate, to organize structured dialogues with Member States during 2014 on how to finance the development results agreed in the new strategic planning cycle of the respective entities, with a view to making non-core resources more predictable and less restricted/earmarked, broadening the donor base and improving the adequacy and predictability of resource flows;

18. Welcomes the progress made by the United Nations funds, programmes and specialized agencies to ensure that available and projected core and non-core resources are consolidated within an integrated budgetary framework, based on the priorities of their respective strategic plans, and encourages all agencies that have not already done so to develop such integrated frameworks in their next budget cycle;

19. Reaffirms the request by the General Assembly to the United Nations development system to develop, for the consideration of Member States, a common approach for measuring progress in capacity development, including measures to ensure sustainability, as well as to develop specific frameworks aimed at enabling programme countries, upon their request, to design, monitor and evaluate results in the development of their capacity to achieve national development goals and strategies, and invites the Secretary-General to provide, in his 2015 annual report on the implementation of Assembly resolution 67/226 on the quadrennial comprehensive policy review, comprehensive and evidence-based updates on measures taken in this regard;

20. Requests the Secretary-General to include in his regular report to the Council in 2015, in consultation with Member States, information on steps taken by entities of the United Nations development system to strengthen and use national capacities and to make proposals to address any obstacles;

21. Requests the funds and programmes of the United Nations development system, and invites specialized agencies, to consider the findings and observations related to national capacity gaps repeatedly highlighted by programme countries to be addressed through the work of the operational activities for development of the United Nations system, including through the strengthening and use of national capacities, and to report to their governing bodies in 2015 with recommendations for implementation in this regard;

Poverty eradication

22. Welcomes the integration of poverty eradication, as the overarching priority, into the strategic plans of some United Nations system organizations, in accordance with their mandates;

23. Reaffirms the call by the General Assembly, contained in its resolution 67/226, for the organizations of the United Nations development system to assign the highest priority to the eradication of poverty, and in this regard requests the United Nations funds and programmes to include in their regular reporting to the Council information on steps taken, in accordance with their mandates, on the scaling up of efforts to address the root causes of extreme poverty and hunger, sharing of good practices, lessons learned, strategies, programmes and policies, inter alia, capacity-building, employment generation, education, vocational training, rural development and the mobilization of resources, which aim at achieving poverty eradication and promoting the active participation of those living in poverty in the design and implementation of such programmes and policies;

South-South cooperation

24. Recalls the requests contained in General Assembly resolution 67/226 on strengthening South-South cooperation, in this regard notes the progress made by some entities of the United Nations development system in mainstreaming South-South and triangular cooperation into their key policies, strategic frameworks, operational activities and budgets, and welcomes decision 18/1 of the High-level Committee on South-South Cooperation,
which contains, inter alia, measures to strengthen South-South and triangular cooperation, including through improved allocation of resources across the United Nations development system, including the United Nations Office for South-South Cooperation;

25. Requests the Secretary-General, in close consultation with the United Nations Office for South-South Cooperation, to present, as part of his annual report on the implementation of the quadrennial comprehensive policy review in 2015, recommendations based on a thorough analysis of obstacles and initiatives for the scaling up of United Nations support for South-South cooperation, including lessons learned from the implementation of successful South-South cooperation projects and programmes;

26. Decides that the President of the Council will include in its agenda for the operational activities segment of 2015 an interactive segment with relevant United Nations stakeholders and external stakeholders on lessons learned from the implementation of South-South cooperation projects and programmes and the potential benefits for the United Nations development system and participating countries;

27. Reaffirms the call in paragraph 77 of General Assembly resolution 67/226 for all countries in a position to do so, as well as other stakeholders, to increase their support for South-South cooperation and triangular cooperation, especially by providing technical assistance and mobilizing financial resources on a sustainable basis, and in this regard requests the United Nations funds and programmes to clarify for Member States, as part of their regular briefings, the role of all stakeholders and the action taken so far by such entities in this regard;

28. Recalls the request contained in General Assembly resolution 67/226 to the heads of specialized agencies, the United Nations funds and programmes and regional commissions to pay special attention to the implementation of South-South cooperation projects, including those managed or supported by the United Nations Office for South-South Cooperation, and requests the Secretary-General, as part of his regular reporting to the Council, to provide an update on progress in this regard;

**Transition from relief to development**

29. Reaffirms the request contained in General Assembly resolution 67/226 to the United Nations development system to accelerate progress in deepening coordination between Secretariat entities and members of the United Nations development system, inter alia, through the simplification and harmonization of programming instruments and processes and business practices, with a view to providing effective, efficient and responsive support to national efforts in countries in transition from relief to development, and requests the Secretary-General to include in his regular reporting to the Council comprehensive and evidence-based updates on progress in this regard;

**Gender equality and women’s empowerment**

30. Welcomes efforts made by entities of the United Nations development system to implement the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, and requests those entities of the United Nations development system that have not already done so to accelerate efforts to implement the Action Plan with a view to ensuring that all relevant entities meet its performance standards by 2017;

**Resident coordinator system**

31. Notes with appreciation progress achieved in implementing the cost-sharing agreement for the resident coordinator system, notes the funding gap expected for the resident coordinator system for 2014 and 2015, in this regard requests entities of the United Nations development system that have not already done so to take appropriate actions to implement the agreement, subject to the approval of their governing bodies and without impacting programme delivery, including by paying their contribution in full, and requests the Secretary-General to include in his regular reporting to the Council updates on agency-specific progress in this regard;

“Delivering as one”

32. Welcomes the finalization of the standard operating procedures for countries adopting “Delivering as one” on a voluntary basis, and in this regard requests the United Nations funds and programmes, and strongly encourages the specialized agencies, to take appropriate actions to fully and coherently implement the standard operating procedures, including the United Nations Development Group Plan of Action for Headquarters, and to report annually on progress in this regard at the annual meeting of their respective governing bodies;

33. Requests the United Nations development system to provide an update to Member States on the process for review and approval of common country programme documents at the operational activities segment of the substantive session of 2015 of the Council;

34. Recognizes that pooled funding mechanisms are important tools in advancing “Delivering as one” in countries wishing to adopt this approach, and encourages donor countries and other countries in a position to do so to prioritize the use of such mechanisms in order to maximize the impact of the “Delivering as one” reforms in those countries;

**Simplification and harmonization of business practices**

35. Requests the United Nations funds and programmes to present the comprehensive joint action plans for the simplification and harmonization of business practices to their respective executive boards, and invites the United Nations funds and programmes to undertake a thorough review of progress in the simplification and harmonization of business practices;

36. Calls upon the United Nations funds and programmes to present an update, in 2014, on progress towards a proposal on the common definition of operating costs and a common and standardized system of cost control, paying due attention to their different business models, with a view to taking a decision on this issue in the context of the quadrennial comprehensive policy review in 2016;

37. Requests the Secretary-General to report to the Council at its substantive session of 2015, as part of his regular reporting, on progress in achieving full system-wide interoperability of enterprise resource planning systems in 2016 in the context of the quadrennial comprehensive policy review;

38. Notes with concern that plans containing concrete proposals for pilots for common United Nations service centres in consenting programme countries that represent the diversity of United Nations presence in all regions
were not presented to the substantive session of 2014 of the Council, as requested in its resolution 2013/5, and in this regard reiterates its request to the Secretary-General to ensure adequate and evidence-based planning and design of common United Nations service centres by including such concrete proposals in plans for review by the Council in 2015;

39. Notes that some entities of the United Nations development system are establishing agency-specific service centres, and in this regard calls upon all relevant members of the system to participate in the establishment of the common service centres, with the intent that such centres provide long-term and system-wide cost savings and ensure higher quality, more effective and cost-efficient support services in all programme countries;

Results-based management

40. Notes with concern that there was no comprehensive reporting to the Council in 2013, with a view to implementation in 2014, on progress made towards a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results, and in this regard requests the Secretary-General, in consultation with Member States, to update the Council at the operational activities segment of its substantive session of 2015, as part of his regular reporting;

Evaluation of operational activities for development

41. Welcomes the new policy for independent system-wide evaluation of operational activities for development of the United Nations system, and notes the decision by the General Assembly contained in its resolution 68/229 to launch two pilot evaluations in the current quadrennial comprehensive policy review cycle;

42. Calls upon donor countries and other countries in a position to do so to contribute resources to the implementation of the two pilot independent system-wide evaluations, and requests the Secretary-General to report to the Council, in 2015, as part of his regular reporting, on progress in this regard;

43. Calls upon the members of the United Nations development system to further intensify efforts to assist programme countries in strengthening their national evaluation capacities for the monitoring and evaluation of operational activities for development;

Follow-up

44. Recognizes its role in providing guidance to the United Nations development system for the implementation of operational activities for development on a system-wide basis, welcomes the dialogues held at the operational activities segment of its substantive session of 2014 regarding the role of the United Nations development system in the changing development landscape and the need to align the United Nations system to address emerging challenges, in this regard decides to convene a transparent and inclusive dialogue involving Member States and all relevant stakeholders on the longer-term positioning of the United Nations development system, taking into account the post-2015 development agenda, including the interlinkages between the alignment of functions, funding practices, governance structures, capacity and impact of the United Nations development system, partnership approaches and organizational arrangements, decides that the Bureau of the Council will provide updates on progress in this regard during the operational activities segment in 2015 and 2016, and requests the Secretary-General to reflect these discussions in his report on the quadrennial comprehensive policy review to the General Assembly for consideration and action by Member States during the 2016 review.

JIU report. By a 15 July note [A/69/125], the Secretary-General transmitted to the General Assembly the report of the Joint Inspection Unit (JIU) following its review of the selection and appointment process for United Nations resident coordinators, including the preparation, training and support provided for their work. The JIU review focused on the UN system organizations and entities participating in the United Nations Country Teams.

Note of Secretary-General. In August [A/69/125/Add.1], the Secretary-General transmitted to the Assembly his comments and those of the United Nations System Chief Executives Board for Coordination regarding the JIU report.

GENERAL ASSEMBLY ACTION

On 19 December [meeting 75], the General Assembly, on the recommendation of the Second (Economic and Financial) Committee [A/69/473/Add.1], adopted resolution 69/238 by recorded vote (130-8-43) [agenda item 24 (a)].

Operational activities for development of the United Nations system

The General Assembly,
Recalling its resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and Economic and Social Council resolution 2014/14 of 14 July 2014 on progress in the implementation of resolution 67/226,
Recalling also the high-level plenary meeting of the General Assembly on the Millennium Development Goals and its outcome document and the outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals,
Reaffirming the importance of the comprehensive policy review of operational activities for development, through which the General Assembly establishes key system-wide policy orientations for development cooperation and country-level modalities of the United Nations system,
Recalling the role of the Economic and Social Council in providing coordination and guidance to the United Nations system in order to ensure that policy orientations established by the General Assembly are implemented on a system-wide basis in accordance with Assembly resolutions 57/270 B of 23 June 2003, 61/16 of 20 November 2006, 67/226, 68/1 of 20 September 2013 and other relevant resolutions,
Reaffirming that the fundamental characteristics of the operational activities for development of the United Nations system should be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs
of programme countries in a flexible manner, and that the operational activities are carried out for the benefit of programme countries, at the request of those countries and in accordance with their own policies and priorities for development,

Affirming that the operational activities for development of the United Nations system should provide a key contribution to the implementation of the ambitious and transformational objectives of the post-2015 development agenda, once adopted, and should therefore be improved, including the ability of the United Nations development system, in line with its mandate, to assist countries in responding to the challenges of sustainable development,

Recognizing the importance and catalytic role of predictable official development assistance for international development,

Taking note of the report of and the note by the Secretary-General submitted to the Economic and Social Council at the operational activities segment of its substantive session of 2014,

1. Takes note of the note by the Secretary-General transmitting the report of the Joint Inspection Unit on the selection and appointment process for United Nations resident coordinators, including preparation, training and support provided for their work, and the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon;

2. Also takes note of the report of the High-level Committee on South-South Cooperation on its eighteenth session, and welcomes the decisions adopted at that session;

3. Recalls Economic and Social Council resolution 2014/14 on operational activities for development, and expresses appreciation for the guidance provided by the Council on the implementation of General Assembly resolution 67/226;

4. Acknowledges the request by the Economic and Social Council that the United Nations funds and programmes make every effort to continue to improve monitoring and data-collection methods, with a view to contributing to the further enhancement of the analytical quality of the report of the Secretary-General on operational activities for development of the United Nations system;

5. Underlines the need to better reflect the multidimensional nature of development and poverty, as well as the importance of developing a common understanding among Member States and other stakeholders of that multidimensionality and reflecting it in the context of the post-2015 development agenda, and in this regard invites Member States, supported by the international community, to consider developing complementary measurements, including methodologies and indicators for measuring human development, that better reflect that multidimensionality;

6. Reaffirms the importance of the contribution of operational activities for development to the national capacity development and development effectiveness of the United Nations development system in addressing the key areas identified in the quadrennial comprehensive policy review, recalls in this regard its request to the organizations of the United Nations development system to develop, for the consideration of Member States, a common approach for measuring progress in capacity development, including measures to ensure sustainability, as well as to develop, in a manner consistent with their mandates, specific frameworks aimed at enabling programme countries, upon their request, to design, monitor and evaluate results in the development of their capacity to achieve national development goals and strategies, and invites the Secretary-General to provide comprehensive and evidence-based updates on measures taken in this regard in his 2015 annual report on the implementation of resolution 67/226;

7. Requests the funds and programmes of the United Nations development system, and invites the specialized agencies, to consider the findings and observations related to national capacity gaps repeatedly highlighted by programme countries to be addressed through the work of the operational activities for development of the United Nations system, including through the strengthening and use of national capacities, and to report to their governing bodies in 2015 with recommendations for implementation in this regard;

8. Reiterates that core resources, because of their untied nature, continue to be the bedrock of the operational activities for development of the United Nations system, and in this regard recognizes the need for the organizations of the development system to address, on a continuous basis, the imbalance between core and non-core resources and to report to the Economic and Social Council in 2015, as part of their regular reporting, on the measures taken to address this imbalance;

9. Notes with concern that the percentage of core resources in the overall funding for operational activities has declined, also notes that non-core resources represent an important contribution to the overall resource base of the United Nations development system and complement core resources in supporting operational activities for development, thus contributing to an increase in total resources, while noting the need to make non-core resources more flexible and aligned with strategic plans and national priorities, and recognizes that core resources are not a substitute for core resources and that they pose challenges, in particular restricted earmarked funding such as single-donor project-specific funding, by potentially increasing transaction costs, fragmentation, competition and overlap among entities and providing disincentives for pursuing a system-wide focus, strategic positioning and coherence, and that they may also potentially distort programme priorities regulated by intergovernmental bodies and processes;

10. Welcomes the progress made by the United Nations funds and programmes and the specialized agencies in ensuring that available and projected core and non-core resources are consolidated within an integrated budgetary framework, based on the priorities of their respective strategic plans, and encourages all entities that have not already done so to develop such integrated frameworks in their next budget cycle;

11. Recalls the concern expressed in its resolutions 67/226 and 68/229 of 20 December 2013 over the lack of progress in the development and operationalization of the concept of “critical mass” of core resources, while noting the adoption in 2014 by the Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services of decisions 2014/24 and 2014/25 and the adoption by the Executive Board of the United Nations Children’s Fund of decision 2014/17, in which they noted common principles for the concept of critical mass of resources and
core resources as developed by United Nations funds and programmes and requested the funds and programmes to develop and present resource mobilization strategies for the consideration of their executive boards in 2015;
12. *Stresses* the need to avoid the use of core or regular resources to subsidize activities financed by non-core or extrabudgetary resources, reaffirms that the guiding principle governing the financing of all non-programme costs should be based on full cost recovery from core and non-core funding sources, proportionally, and in this regard notes the timelines agreed by the executive boards of the United Nations Development Programme, the United Nations Population Fund, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) for an independent and external assessment, to be performed in 2016, of the consistency and alignment of the new cost-recovery methodology with the quadrennial comprehensive policy review;
13. *Notes with appreciation* the work undertaken by those organizations of the United Nations development system that have made efforts to align their strategic plans, frameworks and budgets with the quadrennial comprehensive policy review, and encourages all organizations of the United Nations development system that have not done so to take further steps in this regard;
14. *Recognizes* the importance of continuing to strengthen and improve the results-focused delivery of operational activities for development of the funds and programmes of the United Nations system in order to maximize their support for accelerating progress towards achieving the Millennium Development Goals by 2015, especially in the least developed countries and other developing countries that are lagging behind in meeting the targets, as well as their support for the elaboration of the post-2015 development agenda;
15. *Welcomes* the integration of poverty eradication, as the overarching priority, into the strategic plans of some United Nations system organizations, in accordance with their mandates;
16. *Reaffirms* its call, in its resolution 67/226, for the organizations of the United Nations development system to assign the highest priority to the eradication of poverty, and in this regard acknowledges the request by the Economic and Social Council to the United Nations funds and programmes to include in their regular reporting to the Council information on steps taken, in accordance with their mandates, on the scaling up of efforts to address the root causes of extreme poverty and hunger, the sharing of good practices, lessons learned, strategies, programmes and policies, including capacity-building, employment generation, education, vocational training, rural development and the mobilization of resources, which are aimed at achieving poverty eradication and promoting the active participation of those living in poverty in the design and implementation of such programmes and policies;
17. *Requests* all organizations of the United Nations development system to consider the post-2015 development agenda, once adopted, in the context of midterm reviews and the elaboration of strategic plans and frameworks, in order to ensure consistency and alignment with the agenda;
18. *Recalls* the requests contained in its resolution 67/226 on strengthening South-South cooperation, in this regard notes the progress made by some organizations of the United Nations development system in mainstreaming South-South and triangular cooperation into their key policies, strategic frameworks, operational activities and budgets, and welcomes the recommendations and measures, as set out in decision 18/1 of the High-level Committee on South-South Cooperation, to strengthen South-South and triangular cooperation, including through the improved allocation of resources across the United Nations development system, including the United Nations Office for South-South Cooperation;
19. *Stresses* that South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation;
20. *Recalls* the policy for independent system-wide evaluation of United Nations operational activities for development, reaffirms in this regard the decision in its resolution 68/229 that two pilot independent system-wide evaluations should be conducted in 2014 on the themes set out therein, subject to the provision and availability of extrabudgetary resources, as outlined in the policy, notes with concern the lack of progress in this regard, reiterates its invitation to countries in a position to do so to contribute additional extrabudgetary resources for the effective and accelerated implementation of the evaluations in 2015, and requests the interim coordination mechanism for system-wide evaluation of operational activities for development of the United Nations system to provide an update on progress in the implementation of the evaluations at the operational activities segment of the substantive session of 2015 of the Economic and Social Council;
21. *Recognizes* the need to review the composition and functioning of the governing structures of the United Nations funds and programmes, welcomes in this regard Economic and Social Council resolution 2014/14, and calls for early reforms of those governance structures;
22. *Reaffirms* the importance of achieving diversification in the composition of the resident coordinator system in terms of geographical distribution and gender, also reaffirms the importance of the participation of all United Nations agencies, funds and programmes on an equal footing in the resident coordinator system, requests the Secretary-General to make every effort in this regard to ensure the full application of these principles in the appointment of resident coordinators, encourages all agencies to nominate qualified candidates for the Resident Coordinator Assessment Centre, and requests the United Nations development system to continue to identify solutions in order to strengthen its ability to efficiently recruit and deploy appropriately senior and experienced resident coordinators who meet the highest standards of integrity;
23. *Welcomes* the dialogues held at the operational activities segment of the Economic and Social Council of its substantive session of 2014 regarding the role of the United Nations development system in the changing development landscape and the need to align the United Nations system to address emerging challenges, reaffirms in this regard the decision of the Council to convene a transparent and inclusive dialogue involving Member States and all relevant stakeholders on the longer-term positioning of the United Nations development system, with a view to tackling the interlinkages between the alignment of functions, funding practices and governance structures of the United Nations funds and programmes, including early reform of their composition and functioning, the capacity and impact of the United Nations development system, partnership ap-
proaches and organizational arrangements, within the context of the post-2015 development agenda, and looks forward to these discussions being reflected in the report of the Secretary-General on the quadrennial comprehensive policy review to be submitted to the General Assembly for consideration and action by Member States during the quadrennial comprehensive policy review in 2016, with a view to fulfilling the role of the General Assembly in establishing key system-wide policy orientations for development cooperation and country-level modalities for the United Nations development system.

RECORDED VOTE ON RESOLUTION 69/238:

In favour: Afghanistan, Algeria, Angola, Antigua and Barbuda, Argentina, Armenia, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belize, Benin, Bhutan, Bolivia, Botswana, Brazil, Brunei Darussalam, Burkina Faso, Burundi, Cabo Verde, Cambodia, Cameroon, Chad, Chile, China, Colombia, Congo, Costa Rica, Côte d’Ivoire, Cuba, Democratic People’s Republic of Korea, Democratic Republic of the Congo, Djibouti, Dominica, Dominican Republic, Ecuador, Egypt, El Salvador, Eritrea, Ethiopia, Fiji, Gabon, Ghana, Grenada, Guatemala, Guinea, Guinea-Bissau, Guyana, Haiti, Honduras, India, Indonesia, Iran, Iraq, Jamaica, Jordan, Kazakhstan, Kenya, Kiribati, Kuwait, Kyrgyzstan, Lao People’s Democratic Republic, Lebanon, Lesotho, Liberia, Libya, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Micronesia, Mongolia, Morocco, Mozambique, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Qatar, Rwanda, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Saudi Arabia, Senegal, Sierra Leone, Singapore, Solomon Islands, Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Suriname, Syrian Arab Republic, Tajikistan, Thailand, Timor-Leste, Togo, Trinidad and Tobago, Tunisia, Turkmenistan, Tuvalu, Uganda, United Arab Emirates, United Republic of Tanzania, Uruguay, Uzbekistan, Vanuatu, Venezuela, Viet Nam, Yemen, Zambia, Zimbabwe.

Against: Australia, Canada, Central African Republic, Israel, Japan, Norway, Republic of Korea, United States.

Abstaining: Albania, Andorra, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Monaco, Montenegro, Netherlands, New Zealand, Poland, Portugal, Republic of Moldova, Romania, Russian Federation, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, United Kingdom.

Reaffirming that national capacity for the evaluation of development activities may be further strengthened by the entities of the United Nations development system upon request and in accordance with the principle of national ownership and with the national policies and priorities defined by Member States.

Cognizant that the United Nations Evaluation Group and the relevant actors have designated 2015 as the International Year of Evaluation and that they would potentially contribute to supporting Member States, upon their request, in building their capacity for the evaluation of development activities.

1. Notes that international cooperation in building national capacity for evaluation at the country level should be voluntary and carried out upon request by Member States;

2. Invites the entities of the United Nations development system, with the collaboration of national and international stakeholders, to support, upon request, efforts to further strengthen the capacity of Member States for evaluation, in accordance with their national policies and priorities;

3. Requests the Secretary-General to provide an update, in 2016, on progress made in building capacity for evaluation, based, inter alia, on inputs from Member States and the United Nations development system, including the United Nations Evaluation Group, as well as the Joint Inspection Unit, to be considered during the quadrennial comprehensive policy review of operational activities for development of the United Nations system in 2016.

Pledging Conference for Development Activities. The 2014 United Nations Pledging Conference for Development Activities was held in New York on 10 November [A/CONF.208/2014/3]. Twenty-six countries pledged approximately $560 million in support of UN development activities for 2015. In August [A/CONF.208/2014/2], the Secretary-General provided a statement of contributions pledged or paid at the 2013 Pledging Conference to 18 funds and programmes, as well as four trust funds, as at 30 June 2014.

Technical cooperation

UNDP/UNFPA/UNOPS Executive Board

In 2014, the UNDP/UNFPA/UNOPS Executive Board held two regular sessions (27–31 January and 2–5 September) and an annual session (23–27 June), all in New York [E/2014/35]. The Board adopted 29 decisions, including those providing an overview of actions taken at its January [E/2013/35 (dec. 2014/9)], June [dec. 2014/23] and September [dec. 2014/29] sessions. Other decisions dealt with the work of UNDP (see p. 000), UNFPA (see p. 000) and UNOPS (see p. 000), the United Nations Capital Development Fund (UNCDF) (see p. 000), the United Nations Volunteers (see p. 000) and the Global Environment Facility (see p. 000).
The Economic and Social Council, by decision 2014/228 of 14 July, took note of the reports of the UNDP/UNFPA/UNOPS Board on its first regular and annual sessions of 2013 [YUN 2013, p. 842], and its second regular session of 2013 (see below).

**Joint meeting of Executive Boards.** On 3 February, the UNDP/UNFPA/UNOPS Executive Board held a joint meeting with the Executive Boards of UNICEF, UN-Women and WFP to discuss performance standards on gender mainstreaming across the strategic plans of all entities, 2014–2017; and the coherence of UN action against poverty and vulnerability and towards resilience.

**Organizational matters**


**UNDP**

**Country and regional programmes**


At its annual session [E/2014/23], the Board took note of the first one-year extensions of the country programmes for Algeria, Argentina, Lebanon, Libya and Uganda, from 1 January to 31 December 2015 [DP/2014/15]; approved the two-year extension of the country programme for Botswana, from 1 January 2015 to 31 December 2016; approved, on an exceptional basis, the country programme document for Kenya; and took note of the draft country programme documents for Angola, the Comoros, Kuwait, Tunisia and Venezuela.

At its second regular session [E/2014/35 (dec. 2014/29)], the Board approved the country programmes for Afghanistan, Bosnia and Herzegovina, Ecuador, Paraguay, Sierra Leone and Timor-Leste; approved, on a no-objection basis without presentation or discussion, the country programmes for Angola, Comoros, Kuwait, Tunisia, Venezuela; approved the exceptional third one-year extension of the country programme for Guinea-Bissau [DP/2014/22] and the exceptional fourth one-year extension of the country programme for Syria; and took note of the first one-year extension of the country programme for Iraq [ibid.].

**UNDP programme results**

On 27 June [E/2014/35 (dec. 2014/10)], the Executive Board took note of the report of the Administrator on the strategic plan: performance and results for 2013 [YUN 2013, p. 843]; encouraged UNDP to continue improving the quality of the annual report on performance and results by demonstrating progress towards meeting the milestones and targets and by including a more analytical narrative on challenges and lessons learned; encouraged UNDP to effectively resource results-monitoring capacity at country and regional levels; and requested UNDP to present to the Board at its second regular session 2014 an outline of the format and information that would be provided in the annual results report based on the integrated results and resources framework, which would allow for the appropriate tracking of results achieved against actual and projected expenditures.**Report of Administrator.** The annual report of the Administrator on the strategic plan: performance and results for 2014 [DP/2015/11] presented an overview of progress achieved during the first year of implementation of the UNDP strategic plan, 2014–2017. Progress against the strategic plan was on track, with performance against many development outputs exceeding milestones. Of the 38 development outputs, the organization achieved or exceeded its milestones in 23 and made progress in another 13. Data for two outputs was pending. The report presented 2014 achievements in numbers for UNDP projects in the areas of sustainable development pathways, inclusive and effective democratic governance, and resilience building. Those achievements included 11.2 million people (5.7 million women) benefiting from improved livelihoods in 94 countries; the registration of over 18 million new voters in 21 countries, including nearly 4 million in Afghanistan, where 1 million more women registered than in 2009; and the establishment of 98 new disaster reduction and adaptation plans in 23 countries. UNDP also boosted its readiness and agility to respond to crises. In 2014, UNDP led the UN system early recovery support to Ebola-affected countries. Working with multiple partners, UNDP assisted in the mobilization of an emergency programme, surging staff and technical advisors to Guinea, Liberia and Sierra Leone, improving communications and
reinforcing payment systems. Across those three countries, 95 to 100 per cent of registered Ebola workers (approximately 38,000 people) were linked to payment mechanisms, and in most payment cycles more than 90 per cent of registered Ebola workers were paid on time. Organizational restructuring started to deliver benefits, and UNDP initiated critical reforms, including an upgraded strategic planning architecture; institution-wide efforts to boost and, for the first time, measure programme quality; and new standards for project quality, to be implemented in 2015.

Sustainable growth and development
Performance in the area of inclusive and sustainable growth and development was solid in 2014. UNDP contributed to the generation of 775,000 new jobs (40 per cent for women) in 65 countries. More than 4.16 million people in 70 countries benefited from strengthened livelihoods, including 2.17 million women. At least 14 countries benefited from capacity development for collecting and analysing youth employment statistics, and in 33 countries UNDP supported the development of improved policies, systems and measures for employment generation. In Bangladesh, 90,000 underserved citizens (70 per cent women) were able to access mobile financial services through 2,000 digital centres. National commodity platforms in the Dominican Republic, Ghana, Indonesia and Paraguay provided multi-stakeholder dialogue forums aimed at improving production practices in agricultural commodity sectors. UNDP supported 57 countries in integrating biodiversity and ecosystem management into development planning and production sector activities. In Afghanistan, the Programme helped establish 279 rural infrastructure projects in energy, transport, water supply, natural resources, disaster management and agriculture, covering 31 provinces and benefiting 2.8 million people. In Rwanda, UNDP support led to the rehabilitation of 22,403 hectares of riverbanks and 723 hectares of degraded land, and the terracing of 834 hectares to protect fragile ecosystems.

UNDP supported 98 countries in integrating climate change adaptation and mitigation into development strategies, and another 21 in obtaining climate financing. In Mauritius, a financial rebate scheme for domestic and commercial sectors was launched to encourage the adoption of photovoltaic technologies and reduce greenhouse gas emissions. With UNDP support, Peru hosted the twentieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change and the tenth session of the Conference of the Parties serving as the Meeting of the Parties to the Kyoto Protocol. Further, UNDP assisted governments in 63 countries in establishing policies and programmes to attract investment in sustainable energy, including in Egypt and Kyrgyzstan. It supported Burkina Faso, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal and Togo in establishing multifunctional platforms in 445 communities, enabling an additional 530,000 people to benefit from energy services.

Democratic governance
Performance in democratic governance was positive in 2014. With UNDP support, national administrative and human resource capacities were strengthened in 29 parliaments. Emphasis was placed on increasing women’s political participation, promoting gender-sensitive laws, and supporting legislative and policy reforms. In Rwanda, UNDP technical assistance contributed to six of the 11 political parties establishing women’s wings. UNDP and the United Nations Department for Political Affairs supported constitution-making processes in 22 countries, including Libya, where UNDP ensured that the voice of civil society organizations was heard. In Kuwait, the UNDP-facilitated Women’s Declaration—the first in a Gulf country—advocated for an expanded role for women in matters of citizenship, decision-making, political and economic participation, and ending violence against women. UNDP support for the introduction of biometric voter registration in the Solomon Islands cleared the voter roll of 160,000 fraudulent registrations, boosting citizen confidence associated with a 90 per cent voter turnout rate. UNDP supported the adoption of 16 anti-corruption proposals, including in Costa Rica, Jordan and Kosovo. In the Arab region, it supported 324 governmental and non-governmental stakeholders in developing, implementing and monitoring national anti-corruption strategies—resulting in national strategies in Lebanon, Morocco and Tunisia, and the formulation of second national strategies in Jordan and Palestine. In Nigeria, UNDP supported anti-corruption reforms in port agencies.

UNDP strengthened capacities for civil society engagement in development processes, notably through the participation of women’s groups in 21 countries, youth groups in 23 countries, and other excluded groups in 18 countries. In Bangladesh, nearly 2,600 women-led community development committees in 23 towns created federations of urban communities that were institutionalized in local governments. In Tunisia, UNDP support for the participation of youth, women and disadvantaged groups in the constitutional reform process contributed to the creation of 40 civil society coalitions for consensus-building and the facilitation of political dialogue. In Latin America, UNDP co-led the design of the first Ibero-American programme on youth empowerment, and in Azerbaijan, it supported the organization of the first global forum on youth policies. UNDP supported 11 countries in adopting proposals for legal reform to fight discrimination. In Georgia, the dialogues led to the adoption of a law on eliminating all forms of discrimination. In eight Asia-Pacific countries, UNDP helped reduce discrimination against HIV-affected
populations and lesbian, gay, bisexual, and transgender (LGBT) organizations and community leaders. This led to increased awareness and support to civil society for advancing gender recognition and a more robust evidence base on LGBT rights.

**Universal access to basic services**

In 2014, there was progress in the area of enabling institutions to deliver universal access to basic services. UNDP championed the use of information and communications technology in government service delivery to better reach local levels. In the former Yugoslav Republic of Macedonia, UNDP supported the creation of a new policy to digitalize local services and inter-municipal cooperation. In Zimbabwe, it strengthened the capacity of the national health information and surveillance system to generate, analyse and disseminate data, leading to the expansion of the electronic patient management system to 161 additional sites. In 84 countries, UNDP supported governments and civil society in advancing the recommendations of the Global Commission on HIV and the Law, leading to punitive laws being reconsidered and institutional capacities reinforced for increased access to justice for persons affected by HIV. National dialogues on HIV and the law were held in 19 Asia-Pacific countries. In Pakistan, the dialogue led to the passing of the first AIDS law in South Asia. Bangladesh, India, Nepal and Pakistan recognized transgender/hijra as a third gender, and UNDP supported the successful efforts in the Democratic Republic of Congo to prevent the adoption of anti-homosexuality legislation. UNDP contributions resulted in HIV-related law review and reform in Lesotho, Namibia, Swaziland and Tanzania. In Mozambique, services for key populations in cities were integrated in the new national strategic plan on AIDS. In South Sudan, UNDP supported strengthening of health system delivery to increase women’s access, resulting in 582,980 pregnant women receiving services. Around 1.4 million people received antiretroviral treatment through the Global Fund in 2014. Twenty-two million people were reached with HIV-related behavioural change communications.

UNDP strengthened the conditions for justice, the rule of law, and citizen security in 86 countries, and strengthened access to justice in 29 countries providing over 360,000 men and over 380,000 women with access to legal aid services. In Jamaica, safety and security committees were established in 12 parishes, contributing to a 17 per cent drop in crime and violence.

**Disaster prevention and risk management**

In 2014, there was steady progress in the field of disaster prevention and risk management. UNDP supported 21 countries in ensuring that multi-hazard disaster and climate risk assessments informed national plans. It supported the establishment of risk reduction management centres in the Dominican Republic, Guyana, Jamaica, and Trinidad and Tobago to provide information on disaster risks through a South-South cooperation engagement with Cuba. Eleven Asia-Pacific countries strengthened their capacities to assess climate risk implications for key economic sectors and evaluate adaptation and mitigation options. In Europe and the Commonwealth of Independent States, UNDP worked with the European Union and the World Bank to adapt post-disaster needs assessment guidelines, piloting them in four countries. UNDP expertise in risk assessments helped strengthen national databases in 37 countries. In Rwanda, UNDP support to the establishment of a disaster risk atlas facilitated local and national risk assessments.

UNDP led United Nations work on climate and disaster risk governance, supporting the development of 98 new disaster-risk reduction and adaptation plans, frameworks or multi-stakeholder coordination mechanisms in 23 countries. In 16 of those countries, the plans were gender responsive. In Sri Lanka, UNDP supported the Government in launching a cabinet-approved comprehensive disaster management programme. With UNDP support, Viet Nam adopted its first law on disaster prevention and response; in Ghana, a national disaster management organization bill was approved by the Cabinet; and Nepal increased its annual climate budget allocation for 10 key ministries from 7.4 per cent in 2011 to 10.7 per cent in 2014 and adopted a policy allocating at least 5 per cent of local budgets to climate and disaster risk management.

**Early recovery**

Performance in early recovery and the rapid return to sustainable development pathways showed solid progress in 2014. UNDP assisted 20 crisis-affected countries to restore livelihoods and create jobs. Community-building schemes resulted in the creation of 135,000 jobs (42 per cent for women) and an additional 5.7 million people (49 per cent women) benefiting from diversified livelihood opportunities. In Syria, UNDP supported 387 small businesses, resulting in 18,100 new jobs and the restoration of basic public infrastructure serving 2.3 million people. In South Sudan, it supported internally displaced persons with an early recovery pilot on livelihood skills initiated in Juba. UNDP established 33 partnerships between international and national actors to adopt innovative crisis-response mechanisms. In the Central African Republic, it spearheaded a multi-partner effort to support the payment of $12.4 million in public sector salaries, which helped prevent the collapse of national institutions during the crisis (see p. 000), and the elaboration of the national strategy for reconciliation led to the establishment of a network of local mediators to ease tensions between communities and avoid conflict escalation. In Iraq, the establishment of a joint crisis centre enabled the Kurdistan regional government
to better manage crisis response interventions; and in Bosnia and Herzegovina, UNDP supported the Government in mobilizing and coordinating financial resources for an integrated recovery intervention that included the reconstruction of over 1,000 homes, 74 public institutions and 32 infrastructure facilities, and resulted in the retention and creation of 2,000 jobs. UNDP facilitated the engagement of institutions and communities to resolve recurring conflicts in seven countries, including the Philippines, where it supported the Mindanao peace process in the formulation of the basic law for Bangsamoro to guide the conduct of governance in the autonomous region.

**Leadership**

In 2014, there was excellent progress in thought leadership. UNDP assisted countries in piloting sustainable development goals and targets that emerged through the Open Working Group, including Mexico on social inclusion; Albania, Indonesia, Rwanda, Tunisia and the United Kingdom on governance; and Armenia, Indonesia, Japan, Mozambique and Paraguay on disaster risk reduction. In Latin America and the Caribbean, the Programme increased the capacities of youth networks and promoted commitments from 21 national youth organizations to support youth issues within the post-2015 agenda. "MY World", the UNDP-hosted United Nations global citizen survey, became the largest policy crowd-sourcing exercise in UN history, with over 7 million people providing inputs to discussions on the post-2015 development agenda and voting on their development priorities. UNDP supported the Intergovernmental Committee of Experts on Sustainable Development Finance, whose report would inform the discussion at the 2015 Financing for Development Conference in Ethiopia.

UNDP worked with the United Nations Office for South-South Cooperation to scale up South-South and triangular cooperation to advance progress towards development goals. It supported such cooperation in 133 countries, with national governments as primary partners. UNDP supported Chile by promoting South-South cooperation with Bolivia, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Nicaragua, Palestine, Egypt, Paraguay, Suriname and Caribbean Community countries. The white paper of China on foreign aid incorporated UNDP policy recommendations, resulting in trilateral cooperation support of $12.5 million for projects in Burundi, Ghana, Malawi and Zambia. During the Ebola crisis, UNDP worked with the Government of South Africa, deploying autoclaves in Ebola-affected countries to safely dispose of medical waste.

**Financial results**

Strategic plan income was estimated at $9.5 billion for the biennium 2014–2015. In 2014, contributions to regular and other resources were $4.6 billion (48.4 per cent of the two-year estimate). Regular resources contributions in 2014 decreased to $0.793 billion from $0.896 billion in 2013 (45.3 per cent of the 2014–2015 estimate of $1.75 billion). Provisional expenditure for development activities was $4.46 billion, of which $0.55 billion was funded from regular resources and $3.92 billion from other donor resources and local resources. Expenditure in United Nations development coordination, management and special-purpose categories reached $0.12 billion, $0.42 billion and $0.06 billion, respectively. The ratio of expenditure related to management activities over total expenditure was 8.3 per cent, a 0.4 per cent decline compared to 2012–2013 (8.7 per cent), pointing to increased organizational efficiency and consistent with achieving the management efficiency ratio of 8.2 per cent in the 2014–2015 strategic plan estimates.

**Gender equality**

At the first regular session of the Executive Board, the Director ad interim of the Bureau for Development Policy, UNDP, introduced the report of the Administrator on the implementation of the UNDP gender equality strategy in 2013 [DP/2014/3] and the UNDP gender equality strategy 2014–2017 [DP/2014/4].

Building on the achievements and lessons learned from the first gender equality strategy 2008–2013, the gender equality strategy 2014–2017 [DP/2014/4] was designed to contribute to the eradication of poverty and the reduction of gender inequalities by empowering women and promoting and protecting their rights. The UNDP approach to implementing the gender equality strategy 2014–2017 included close attention to the issue of women and girls facing multiple and intersecting forms of discrimination as a result of ethnicity, disability, or migratory and indigenous status, and provided strategic guidance to UNDP business units to mainstream gender as they operationalized the UNDP strategic plan 2014–2017. The gender equality strategy went a step further than the UNDP strategic plan by providing detailed entry points for integrating gender equality into each of its seven outcome areas. Further, rather than offering one-size-fits-all prescriptive priorities, the strategy relied on a set of parameters for development programming, within which country offices could design their gender equality action plans as part of their country programme documents and in sync with the relevant regional programme.

On 31 January [E/2014/35 (dec. 2014/1)], the Executive Board urged UNDP to implement the gender equality strategy 2014–2017 in a manner that ensured complementarity and avoided duplication through effective cooperation and information-sharing to maximize synergies with other organizations of the UN system, especially UN-Women. It encouraged UNDP, while implementing the strategy, to assess innovative approaches, including access to enabling technologies as...
a means to empower women, and requested UNDP to align reporting of the gender equality strategy 2014–2017 with the annual reporting of the UNDP strategic plan 2014–2017, and to report to the Executive Board on the implementation, performance and results of the gender equality strategy, beginning at its annual session 2015.

South-South cooperation

UNDP was a strong supporter of South-South cooperation (see p. 000), through its hosting of the United Nations Office for South-South Cooperation and its own operational work to promote South-South and triangular initiatives. During the first regular session of the UN Office for South-South Cooperation presented the strategic framework of the Office for South-South and triangular initiatives. During the first regular session of the UN Office for South-South Cooperation presented the strategic framework of the Office for South-South and triangular initiatives.

Strategic plan 2014–2017

The year 2014 was critical for UNDP, as it began to implement its strategic plan 2014–2017 (YUN 2013, p. 847)—the bedrock of its efforts to make UNDP a more focused, results-driven, effective and efficient organization—in alignment with the principles of the quadrennial comprehensive policy review of operational activities for development, as laid out in General Assembly resolution 67/226 (YUN 2012, p. 859). At the annual session of the UNDP/UNFPA/UNOPS Executive Board, the UNDP Administrator informed the Board that UNDP was pursuing rigorous implementation of its strategic plan 2014–2017, including the integrated results and resources framework, which UNDP was in process of populating with baselines, annual milestones and multi-year targets.

On 27 June [E/2015/35 (dec. 2014/11)], the Executive Board took note of the progress towards finalizing the integrated results and resources framework of the UNDP strategic plan 2014–2017 and affirmed that the framework had been designed in conformity with results-based management principles. The Board further affirmed that the results contained in the framework of the strategic plan would be achieved with the assistance of UNDP programmes in the respective countries, as well as of UNDP regional and global programmes. It requested UNDP to ensure that any relevant indicators and targets of the integrated results and resources framework were made consistent with the sustainable development goals in the context of the post-2015 development agenda, and called on UNDP to apply the integrated results and resources framework as soon as possible and to keep the Board informed on progress and challenges encountered in that process.

Evaluation

At the first regular session of the Executive Board, the Director of the UNDP Evaluation Office presented the medium-term evaluation plan 2014–2017 [DP/2014/5]. The report discussed the evaluations conducted by the Office during that four-year period, which fell into three categories: programmatic evaluations, which assessed development results at the country level; thematic evaluations, which were planned in alignment with the key outcomes of the UNDP strategic plan 2014–2017 and ensured that critical issues for each outcome were addressed; and other evaluations, such as the evaluation of the Joint Global Environment Facility/UNDP Small Grants Programme.

On 30 January [E/2014/35 (dec. 2014/4)], the Executive Board, emphasizing the need to safeguard the independence of the UNDP Evaluation Office, approved a change of name from the UNDP Evaluation Office to the UNDP Independent Evaluation Office. It also took note of the medium-term evaluation plan and requested that the management of UNDP allocate adequate and timely funding for the full implementation of the plan.

At the annual session of the Executive Board, the Director of the UNDP Independent Evaluation Office presented the annual report on evaluation 2013 [DP/2014/14], which provided an overview of the progress made by UNDP and associated funds and programmes in fulfilling the evaluation functions outlined in the UNDP evaluation policy. The report also presented the planned programme of work for 2014 and 2015. In 2013, expenditures by the UNDP Evaluation Office totalled $8.278 million, of which $7.624 million was from regular resources and $655,000 from other resources. This represented an increase of 4.3 per cent from 2011. Ninety-four per cent of the core funding was spent. The Office completed and presented three thematic evaluations to the Board in 2013: the evaluation of the UNDP contribution to poverty reduction (first regular session); the evaluation of the UNDP role in conflict-affected countries (first regular session); and the evaluation of the UNDP contribution to South-South and triangular cooperation (annual session). Seven programmatic evaluations

YUN 2014—1st proof—10 May 2019
were presented to the Board at its annual session: the evaluation of the UNDP strategic plan 2008–2013; the evaluation of the fourth global programme; and evaluations of the regional programmes for Africa, Arab States, Asia and the Pacific, Europe and the Commonwealth of Independent States, and Latin America and the Caribbean. Country-level evaluations, termed as assessments of development results, were carried out in Afghanistan, Algeria, Iraq, Kenya and Sierra Leone.

On 26 June [E/2014/35 (dec. 2014/14)], the Board urged UNDP to address in a timely manner the findings and recommendations from the annual report on evaluation 2013, with a view towards improving programme performance, effectiveness and efficiency. It also requested UNDP to ensure that evaluation findings were fully considered and used in preparing key policies, strategies and programmes, and approved the revised programme of work for 2014 and the proposed programme of work for 2015 of the UNDP Independent Evaluation Office.

Financial and administrative matters

In January, the UNDP Director, Bureau of Management, presented to the first regular session of the Executive Board a report [DP/2014/46] on the response to decision 2013/28 of the Board on additional resources for security measures [YUN 2013, p. 850]. On 31 January [E/2014/35 (dec. 2014/9)], the Executive Board took note of that response.

At its second regular session in September, the Board considered a report by the UNDP Administrator [DP/2014/20/Add.1] that provided detailed information on the financial performance in 2013 of UNDP regular resources, other resources, and the United Nations Capital Development Fund (UNCDF), which was established by the General Assembly and administered by UNDP. The data presented in the report agreed with the figures reflected in the annual review of the financial situation for 2013 [YUN 2013, p. 849].

The UNDP Administrator, in the annual review of the financial situation [DP/2015/26], reported that in 2014, UNDP maintained a positive net asset position on its balance sheet, and achieved regular resources year-end liquidity above the threshold requested by the Executive Board. Total UNDP revenue, however, decreased by 3 per cent to $5 billion from $5.15 billion in 2013. Total expenses rose slightly, to $5.31 billion, compared to $5.24 billion in 2013. Contributions to regular resources decreased by 11 per cent to $0.79 billion from $0.89 billion in 2013, including $0.01 billion from programme country governments. A total of $0.02 billion from several donors was received in 2014. Regular resources expenses decreased by 6 per cent to $0.94 billion, from $0.99 billion in 2013. Other resources contributions fell by 1 per cent during the year, to $3.92 billion from $3.94 billion in 2013.

Regular funding commitments to UNDP

A July report [DP/2014/21] provided information on the status of regular funding commitments to UNDP and its associated funds and programmes for 2014 and onward, as well as a summary of the income for regular and other resources received in 2013. The report stated that in 2013, contributions to regular resources increased by 5.9 per cent to $895.7 million from $846.1 million in 2012 due to delayed payments budgeted for 2012 but received in 2013. Fifty-six Member States contributed to regular resources in 2013, compared to 50 countries in 2012. Total contributions (regular and other resources) to UNDP, including $0.14 billion for reimbursable support services, remained at $4.83 billion. Excluding reimbursable services, total contributions to UNDP increased from $4.64 billion in 2012 to $4.69 billion in 2013.

As of July 2014, UNDP had received 50 per cent of the regular resources projected for 2014. Subject to exchange rate fluctuations, 2014 regular resources were projected to reach $850 million, which amounted to 49 per cent of the $1.75 billion integrated budget target for 2014–2015.

On 5 September [E/2014/35 (dec. 2014/24)], the Executive Board took note of the annual review of the financial situation 2013 [YUN 2013, p. 849] and the status of regular resources funding commitments to UNDP and its funds and programmes for 2014 and onwards. The Board also noted the importance of regular resources, which allowed UNDP to plan, strengthen accountability and provide predictable services in response to the needs of all programme countries, particularly the most vulnerable. It requested UNDP to continue to explore incentives, mechanisms and funding windows to broaden the donor base and to support donors to increase their core contributions and shift to less restricted/earmarked non-core funding, and to present the Board with a resource mobilization strategy for consideration at its first regular session of 2015.

Audit and oversight reports

In June, the Executive Board considered the UNDP report on the recommendations of the Joint Inspection Unit (JIU) in 2013 [DP/2014/11/Add.1]. During that year, JIU issued two notes and two reports containing 10 recommendations. Of those, one note with one recommendation and seven recommendations from the two reports were directed at UNDP. The report provided a synopsis of management responses to the recommendations and an update on the implementation of the recommendations contained in JIU reports issued in 2012 and 2011. UNDP pursued on an ongoing basis and/or implemented 63 per cent of the 40 relevant recommendations issued in 2012, and 84 per cent of the 51 recommendations issued in 2011.

Human Development Report

An oral update on the 2015 Human Development Report preparations and consultations was presented to the Executive Board at its annual session.

On 27 June, the Executive Board took note of the oral report [E/2013/35 (dec. 2014/23)].

UN Capital Development Fund

In the first year of implementation of its strategic framework 2014–2017 [DP/2015/21], the United Nations Capital Development Fund (UNCDF) expanded its partnerships within the United Nations, the philanthropic community and the private sector to support local development finance programming in 20 least developed countries (LDCs)—14 in sub-Saharan Africa and six in Asia. The portfolio included regional and global thematic initiatives under the Local Climate Adaptive Living Facility for infrastructure adaptation to climate change; the Local Finance Initiative for domestic resource mobilization in local infrastructure and productive investments; the Local Cross-Border Initiative for a local economic development approach to cross-border trade; and the Inclusive and Equitable Development for women’s economic empowerment. UNCDF supported inclusive finance programming in 25 LDCs—18 in sub-Saharan Africa and seven in Asia—mainly through global or regional initiatives, including the Making Access Possible framework. It also capitalized on synergies between those two programme areas—local development finance and inclusive finance—to pilot and scale up innovative finance mechanisms to increase investments and leverage the untapped potential in developing countries.

The Fund’s financial situation was marked by a 51 per cent increase from 2013 in non-core resources to reach a record high of $73.3 million (26 per cent of which originated from eight major private sector foundations and corporations), but remained constrained by a low level of core contributions, which reached some $14.9 million, a $1.4 million decrease from 2013 and well short of the $25 million target set in the UNCDF strategic framework that would assure the Fund’s operations in 40 least developed countries (LDCs). Total UNCDF revenue reached $88.3 million, up from $65.4 million in 2013, owing mainly to the increased non-core contributions. The base of UNCDF development partners broadened, with 44 development partners contributing to UNCDF resources in 2014, up from 36 in 2013.

At the annual session of the UNDP/UNFPA/UNOPS Executive Board, the UNCDF Executive Secretary, ad interim, presented an overview of the activities of the Fund in 2013, while the Director of the UNCDF Local Development Programme Finance Area presented the report on results achieved in 2013 [YUN 2013, p. 851], including the integrated results and resources framework 2014–2017, and its methodological note.

On 27 June, the Executive Board [E/2014/35 (dec. 2014/12)] took note of the report on the results achieved by UNCDF in 2013 [YUN 2013, p. 851]; expressed concern that regular resources remained short of the $25 million threshold required to sustain UNCDF programming in 40 LDCs; noted with concern that, as a result, the number of LDCs supported by UNCDF dropped from 37 in 2012 to 33 in 2013; called on Member States to contribute to UNCDF regular resources to ensure that it could reach the target of $25 million per year in annual regular resources to ensure support to at least 40 LDCs; noted the efforts of UNCDF to further streamline its business processes; and requested it to present an analysis on its cost recovery practices with a view to achieving greater efficiency and results.

UN Volunteers

In 2014 [DP/2015/26], 6,325 UN volunteers from 155 countries worked for the UNDP-administered United Nations Volunteers (UNV) programme, compared with 6,351 in 2013. The total financial value of UNV operations, which included support from UNDP regular resources, amounted to $201 million, compared to $210 million in 2013. Of that total, programme resource expenses made directly by the UNV programme amounted to $20 million (10 per cent). The remaining financial value was covered by direct charges to UN organizations. The UNV strategic framework 2014–2017 was launched during the year (see below), and the key results of 2014 were the increased acknowledgement of volunteers and volunteerism as powerful resources and vital components of sustainable development; further mobilization of UNV volunteers for the delivery of peace and development results; and the enhancement or forging of traditional and new partnerships within and outside the UN system.

In April [DP/2014/13], the Administrator submitted a report on UNV results during the 2012–2013 biennium in support of programme countries and UN entities in their peace and development efforts. The report also outlined challenges and opportunities for UNV in the next biennium, in the context of the UNV strategic framework 2014–2017 and its associated integrated results and resources matrix, launched in January 2014. The framework was the first of its kind, focusing on harnessing the power of volunteers and volunteerism to support Member States in achieving internationally agreed development goals. UNV would be guided by the framework over the following four years and focus on working more systematically with partner countries and UN partners to increase its impact. The vision of the strategic framework was translated into concrete deliverables in the integrated resources and results matrix, which UNV would report
against in subsequent Executive Board reports—including a mid-cycle review at the end of 2015—to assess implementation progress, make necessary adjustments and ensure alignment with the post-2015 development agenda. The framework established ambitious targets in terms of volunteer numbers and their impact, and in supporting the integration of volunteerism into national frameworks. UNV would focus on strengthening partnerships for the Special Voluntary Fund (SVF), the UN Youth Volunteering Trust Fund, fully-funded UN Volunteers and other cost-sharing opportunities. The 2009–2013 SVF report, published in 2014, demonstrated that SVF was an indispensable component of UNV funding and recommended that the mandate of the Fund be expanded to cover the activities outlined in that report.

On 27 June [E/2014/35 (dec. 2014/13)], the Executive Board took note of the report of the Administrator on UNV results during the 2012–2013 biennium; commended UNV for the development and launch of its strategic framework and integrated results and resources matrix 2014–2017; noted that future reports of the Administrator would be structured using the new results framework; expressed appreciation for the outstanding contribution that UNV, including UN Online Volunteers, made to peace and to the development achievements of programme countries and UN partners; requested that Member States and UN entities develop partnerships with UNV to ensure a stronger integration of volunteerism in their development programming; welcomed the Special Voluntary Fund report 2009–2013; agreed to expand the mandate of the Fund; called on Member States to increase contributions to the Fund; and called upon UNDP to continue to provide UNV with all the necessary programmatic, administrative, financial and legal support to deliver on its mandate.

UNFPA

At its first regular session in January, the Executive Board adopted several decisions related to UNFPA activities, including those on the transitional biennial budgeted evaluation plan 2014–2015 [E/2014/35 (dec. 2014/5)], and modifications to the procedures for considering and approving UNDP and UNFPA country programme documentation [dec. 2014/7]. It also took note of the evaluation report on the UNFPA–UNICEF joint programme on female genital mutilation/cutting, and approved the final country programmes for Namibia and Mexico [dec. 2014/9]. At its annual session in June, the Board adopted a decision on the annual report of the UNFPA Executive Director for 2013 [dec. 2014/15], which was comprised of a report on progress in the implementation of the UNFPA strategic plan 2008–2013 [DP/FPA/2014/5 (Part I)], a statistical and financial review for 2013 [DP/FPA/2014/5 (Part I/Add.1)] and a report on the recommendations of the Joint Inspection Unit in 2013 [DP/FPA/2014/5 (Part II)]. It also adopted decisions on the strategic framework for UNFPA global and regional interventions, 2014–2017 [E/2014/35 (dec. 2014/16)]; the annual report on evaluation, 2013 [dec. 2014/17]; updating the UNFPA oversight policy [dec. 2014/18]; and revised UNFPA financial regulations and rules [dec. 2014/19].

On country programmes and related matters, the Executive Board approved the second programme extension, for one year, for Guinea-Bissau; the two-year programme extension for Burundi; and, on an exceptional basis, the country programme document for Kenya. The Board further took note of the first one-year programme extensions for Algeria, Lebanon and Uganda [dec. 2014/23]. At its second regular session in September, the Board adopted a decision on funding commitments to UNFPA and implementation of the quadrennial comprehensive policy review of operational activities for development [dec. 2014/25]; took note of the draft revised UNFPA oversight policy and the updated integrated resource plan for 2014–2017; approved the two-year programme extension for Botswana and the final country programmes for Afghanistan, Angola, Comoros, Sierra Leone, Timor-Leste, Tunisia and Venezuela. It also approved, in accordance with decision 2014/7, the country programmes for Bosnia and Herzegovina, Ecuador, Guatemala, Paraguay and the State of Palestine [dec. 2014/29].

(For more information on UNFPA operational activities, see Part Three, Chapter VIII).

UNOPS

The United Nations Office for Project Services (UNOPS) was established in 1995 [YUN 1995, p. 900] by General Assembly decision 48/501 [YUN 1994, p. 806] as a separate, self-financing entity of the UN system to act as a service provider to UN organizations. It offered a broad range of services, from overall project management to the provision of single inputs.

On 28 January [E/2014/35 (dec. 2014/6)], the Executive Board noted with regret that Jan Mattsson would retire from his position as UNOPS Executive Director effective 31 March. The Board commended him for his effective and innovative leadership of UNOPS from 2006 to 2014.

2014 activities

In 2014 [DP/OPS/2015/2], UNOPS delivered a range of more than 1,200 peacebuilding, humanitarian and development projects in over 80 countries. UNOPS delivery during the year was $1.2 billion, compared to $1.16 billion in 2013. That increase was mainly attributable to increased demand for UNOPS support to partners’ development work in Afghanistan and Myanmar; mine action services in Mali, Somalia and
South Sudan; and humanitarian response activities in the Middle East.

Key results on behalf of partners were the construction, design or rehabilitation of 175 bridges, 4,577 kilometres of road, 2 airstrips, 30 schools, and 18 hospitals and health clinics. Thirty-seven per cent of UNOPS-supported projects in 2014 provided employment for local people. That included the creation of more than 3 million days of paid work, the majority of which were generated by infrastructure projects. UNOPS procured more than $669 million worth of goods and services for its partners. Those included over 49,000 units of machinery and equipment, as well as more than 5,500 vehicles. Over 17.8 million medical supplies were handled, including the distribution of approximately 3.6 million diagnostic kits.

On 27 June [E/2014/35 (dec. 2014/20)], the Executive Board welcomed the appointment of the new UNOPS Executive Director and took note of the contributions of UNOPS, often in the most challenging environments, to the operational results of the United Nations and its partners. It also welcomed the transformational change of UNOPS during the period of the strategic plan 2010–2013; the platform established for implementing the strategic plan 2014–2017 [YUN 2013, p. 853]; the continued increase of UNOPS delivery; the increased implementation of audit recommendations to 93 per cent; and the leadership role that UNOPS played in procurement, infrastructure and project management.

Financial and administrative matters

Audit reports

Board of Auditors report. In June, the UN Board of Auditors transmitted to the General Assembly the UNOPS financial report and audited financial statements for the year ended 31 December 2013 [A/69/5/ Add.11 & Corr.1]. UNOPS reported a net surplus of $14.7 million in 2013, compared with the net surplus for 2012 of $8.2 million. Expenses totalled $703.7 million, compared with $676.6 million in 2012. Total revenue for 2013 was $717.1 million, compared with $683.2 million in 2012. Almost half (47 per cent) of that revenue was generated by project management services and a further $252.2 million (37 per cent) from construction contracts. UNOPS also received 3.7 million in services in kind, related primarily to the estimated market rental value of office space provided by Denmark to accommodate UNOPS headquarters in Copenhagen. UNOPS spent $261.8 million in 2013 on contractual services, compared to $193.2 million in 2012. That total included payments to subcontractors and engineers for construction projects, and to vendors for security or for feasibility studies and research. Operating reserves at the end of 2013 were $82.8 million, four times higher than the minimum level of $20.2 million set by the Executive Board. As at 31 December 2013, UNOPS held total cash and investments of $1,015.5 million, compared with $1,257.6 million in 2012. The decrease of $242.1 million was mostly explained by the fact that UNOPS continued to settle outstanding balances with other UN entities, and consequently there was a $261.7 million reduction in UNOPS liabilities payable to those entities. UNOPS signed a record level of agreements with partners during 2013, and its cash position demonstrated that it will continue to fund a similar portfolio of work programmes in the future. At 31 December 2013, UNOPS held advances from project sponsors in the amount of $826.7 million (compared with $862.0 million in 2012), including $470.6 million classified as deferred revenue. That was equivalent to total delivery for nine months and showed that the UNOPS financial position was solid. The report noted that as of March 2014, of the 28 recommendations of the Board made for 2012 and earlier, 11 (39 per cent) were implemented, 14 (50 per cent) were under implementation, and 3 (11 per cent) had not been implemented. Annexed to the report was a detailed commentary on the status of those recommendations.

Procurement

An annual statistical report on the procurement activities of UN system organizations [DP/OPS/2014/5] stated that the total UN system procurement under all sources of funding during 2013 was $16.1 billion, which represented an increase of $711 million, or 4.6 per cent, over 2012. The UN system procured goods and services from 192 countries in 2013, with 123 countries having an annual procurement volume of more than $10 million each in that year. Consistent with General Assembly resolutions 57/279 [YUN 2002, p 1358] and 61/246 [YUN 2006, p 1645], UN organizations continued to place more orders with vendors in developing countries and countries with economies in transition, and the annual statistical report examined UN performance in that area. There was a steady growth of such orders over the 2009–2013 period, for a cumulative increase of 28.7 per cent. That increase represented an annual compounded growth rate of 6.1 per cent, compared with an overall average procurement volume growth of 3.7 per cent annually. The 10 major countries that supplied the UN system included four developing countries, with Afghanistan, India, Kenya and the United Arab Emirates accounting for 37.4 per cent of the total procurement volume. The United States remained the top supplier country with a 10.4 per cent share of total volume, followed by India (6.7 per cent) and Switzerland (4.5 per cent). A thematic supplement to the report focused on the issue of implementing innovative solutions in procurement.

On 5 September [E/2014/35 (dec. 2014/26)], the Executive Board took note of the report and expressed its appreciation of the transparency under which the report was made available to the public by UNOPS through the International Aid Transparency Initiative.
Joint matters

Recommendations of the Board of Auditors

In January, the Executive Board considered the reports of UNDP [DP/2014/7], UNFPA [DP/FPA/2014/1] and UNOPS [DP/OPS/2014/1] on the status of the implementation of the recommendations of the Board of Auditors for 2012.

The Board of Auditors report of UNDP for 2012 had issued 20 audit recommendations. Of these, the Board identified nine that had high priority, while the other 11 were assigned medium priority. The UNFPA report [DP/FPA/2014/7] on the status of those recommendations noted that although the total number of 20 recommendations issued was numerically lower than that of previous audit periods, their full implementation was expected to be more demanding. At the end of September 2013, management actions had been taken on many of the 20 audit recommendations to ensure their implementation by the target completion dates. The report also reviewed progress in addressing the top nine audit priorities for 2012–2013.

The Board of Auditors report of UNFPA for 2012 made 11 new recommendations for 2012 and repeated one recommendation, compared to 34 for the period 2010–2011. The UNFPA report [DP/FPA/2014/1] on the status of those recommendations described progress and plans of implementation for both the main and previous recommendations on the following issues: the International Public Sector Accounting Standards; unfunded employee benefits liabilities; inventory management; consultants, experts and temporary assistance; human resources management; procurement and contract management; harmonized approach to cash transfers; information technology; internal audit and oversight; regionalization; and operating fund advances. The report concluded that UNFPA must strengthen its management oversight, fiduciary duties and the monitoring of its field-level activities, including by enhancing the role and functions of the regional offices in programme delivery. To do so, UNFPA had developed and implemented new and revised policies, procedures and tools, and would continue strengthening its internal systems, controls, decision making and financial management.

The Board of Auditors report of UNOPS for 2012 made eight main recommendations classified as high priority and 10 recommendations classified as medium priority. The UNOPS report [DP/OPS/2014/1] on the status of those recommendations noted that the completion of their implementation was on track per the established timelines. Annexed to the report were specific responses to each recommendation. The report also noted that the Board of Auditors had given UNOPS an unqualified audit opinion, which was an achievement because in 2012, for the first time, UNOPS produced financial statements in compliance with the International Public Sector Accounting Standards (IPSAS). It had also prepared the interim financial statements for the period January to June 2013 solely with internal resources.

On 30 January [E/2014/35 (dec. 2014/8)], the Executive Board took note of the reports of UNDP, UNFPA and UNOPS on the status of implementation of the recommendations of the United Nations Board of Auditors for 2012. It welcomed the unqualified audit opinions issued by the Board of Auditors for 2012 for UNDP and UNFPA; supported ongoing UNDP and UNFPA management efforts in implementing the recommendations of the Board of Auditors for 2012; and requested UNDP and UNOPS to continue to strengthen internal controls and improve oversight and monitoring of country offices, including the timely implementation of outstanding recommendations of the Board of Auditors, and to continue to ensure compliance with policies and procedures for procurement, inventory tracking and bank reconciliation. The Executive Board also commended the efforts of UNOPS management for successfully addressing the challenges in making the transition from the UN system accounting standards to IPSAS.

Internal audit and oversight

At its June session, the Executive Board considered the internal audit and oversight activities reports of UNDP [DP/2014/16], UNFPA [DP/FPA/2014/6 & Add. 1] and UNOPS [DP/OPS/2014/3] for the year ended 31 December 2013.

The UNDP report provided information on the activities of the UNDP Office of Audit and Investigations (OAI) in 2013, including details on OAI resources and information on issues related to the public disclosure of internal audit reports and experience gained from public disclosure to date. It also contained lessons learned on joint audits and on cases of fraud and actions taken in cases of misconduct. Appended to the report was the annual report of the Audit Advisory Committee.

The UNFPA report provided information on the activities of the UNFPA Division for Oversight Services (DOS) in 2013, including the overall audit assessment of the risk exposure of UNFPA; issues revealed through DOS internal audits and investigations; investigations of cases of fraud and actions taken; a review of internal audit recommendations issued in 2008–2013 and their implementation status; and the disclosure of internal audit reports. An addendum [DP/FPA/2014/6/Add.1] contained the annual report of the UNFPA Audit Advisory Committee and the management response thereto.

The UNOPS report provided information on the activities of the UNOPS Internal Audit and Investigations Group (IAIG) in 2013. It stated that 21 reports were released during the year, compared with 34 reports in 2012. The combined audit reports contained 135 audit recommendations, of which 87 pertained to internal
audit reports and 48 to project audit reports. The top six areas of audit recommendations were human resources (25 per cent), project management (24 per cent), general administration (23 per cent), procurement (15 per cent), corporate strategic management and leadership (8 per cent), and finance (5 per cent). Of the audit recommendations issued in or prior to 2011, 99.9 per cent were implemented, as were 63 per cent of those issued in 2012. The overall implementation of audit recommendations issued from 2008—the year IAIG started conducting internal audits—to 2013 was 93 per cent. There were several annexes to the report, including the 2013 annual report of the Strategy and Audit Advisory Committee.

On 27 June [E/2014/35 (dec. 2014/21)], the Executive Board took note of the reports of the three entities; noted with concern the number of recurring recommendations in the areas of project management, financial management, monitoring and procurement; and requested UNDP, UNFPA and UNOPS to step up their efforts to achieve the timely, full, complete, and sustained implementation of all outstanding and new audit recommendations. The Board also urged UNDP, UNFPA and UNOPS to continue to strengthen the audit and investigative functions, and to ensure those offices were sufficiently resourced to carry out their mandates, including through the analysis of audit coverage and resources in future annual reports. With regard to UNDP, the Board requested UNDP management to provide information on how accountability and oversight mechanisms would operate in the new UNDP structure. With regard to UNFPA, the Board encouraged the Fund to develop and implement effective risk management policies to ensure effective delivery of the strategic plan. With regard to UNOPS, the Board noted with appreciation the progress made in the implementation of audit recommendations more than 18 months old.

**Ethics offices**

At its annual meeting in June, the Executive Board considered the reports of the UNDP Ethics Office [DP/2014/17], the UNFPA Ethics Office [DP/FPA/2014/4] and the UNOPS Ethics Office [DP/OPS/2014/4], covering their respective activities in 2013 in such areas as standard-setting and policy support; training, education and outreach; advice and guidance; financial disclosure; and protection of staff against retaliation for reporting misconduct and for cooperating with audits or investigations.

On 27 June [E/2014/35 (dec. 2014/22)], the Executive Board took note of the reports of the Ethics Offices of UNDP, UNFPA and UNOPS, and requested those offices to improve protections for whistle-blowers by developing and implementing an effective policy on protection against retaliation that specified a statute of limitations of a minimum of six months for reporting retaliation. The Board encouraged the ethics offices to continue expanding their ethics training programmes and to continue their efforts to achieve coherence with other members of the Ethics Panel of the United Nations regarding the ethics policies, standards and practices of their respective agencies.

**Financial, budgetary and administrative matters**

**Procurement**

At its second regular session in September, the Executive Board considered the report of UNDP, UNFPA and UNOPS on joint procurement activities [DP-FPA-OPS/2014/1]. The report presented key findings and outcomes from the common procurement work conducted in 2013 and set out the initiatives underway in 2014. It concluded that collaborative procurement initiatives led by UNDP, UNFPA and UNOPS delivered significant improvements and savings across the UN system. Many of those projects also eliminated duplication, increased consistency and strengthened country office procurement. As cooperative projects continued throughout 2014, the organizations were increasing their commitment to pursue common opportunities across a range of products and sectors.

On 5 September [E/2014/35 (dec. 2014/27)], the Executive Board welcomed the progress made by UNDP, UNFPA and UNOPS on joint procurement initiatives and encouraged them and other UN agencies to work closer together, with the High-level Committee on Management Procurement Network and other development partners, centrally and at the country level, to further identify opportunities to aggregate demand and consolidate buying to obtain better prices. The Board also called upon UNDP, UNFPA and UNOPS and other UN agencies to incorporate the building of programme country procurement capacity into their overall capacity development work, and to increase opportunities for suppliers from developing countries and countries with economies in transition. It requested UNDP, UNFPA and UNOPS to further improve the monitoring of joint procurement activities and to report regularly on the implementation of the United Nations model framework for vendor sanctions.

**Other matters**

**Global Environment Facility**

At the second regular session, the Director, ad interim, of the UNDP Bureau for Policy and Programme Support presented a note by the Administrator of the Global Environment Facility (GEF) [DP/2014/23] describing amendments to the Instrument for the Establishment of the Restructured Global Environment Facility (GEF Instrument), their rationale and key implications for UNDP. The amendments addressed five
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matters: the confirmation that the GEF should operate as one of the entities comprising the financial mechanism of the Minamata Convention on Mercury [YUN 2013, p. 1336]; the separation of the GEF role for each convention that it served; the replacement of the focal areas of ozone layer depletion and of persistent organic pollutants by the focal area of chemicals and waste; the update of the eligibility criteria of countries to receive GEF funding; and the inclusion of references to the UNDP Independent Evaluation Office. In accordance with paragraph 34 of the Instrument, the amendments would become effective only after adoption by the three GEF Implementing Agencies, namely UNDP, the United Nations Environment Programme (UNEP) and the World Bank, which also served as the Trustee. The note recommended that the UNDP/UNFPA/UNOPS Executive Board adopt the amendments.


Field visits

A delegation of six members of the Executive Board of UNDP/UNFPA/UNOPS Executive Board visited Tajikistan (24–30 June 2013) [DP/FPA/2014/CR.P.1] to observe the operations and programmes of UNDP, UNFPA and UNOPS and gain insight into the contributions of those organizations at the country level. The United Nations had been present in Tajikistan since 1992, starting with the United Nations–Tajikistan Office of Peace-building, which concluded its mission in October 2007. Since 1993, the United Nations had increased its presence to comprise 23 specialized agencies, funds and programmes. The UN Country Team (UNCT) in Tajikistan was the largest in the Europe and Commonwealth of Independent States region, reflecting the importance and impact of the United Nations on the country’s development. UNDP remained the largest UN organization in Tajikistan, accounting for nearly two thirds of the total number of implemented programmes. The delegation observed good collaboration by the UNCT with the Government and among donors, and a thoughtful approach to the sustainability of UNCT endeavours. With the support of the UN and the international community, Tajikistan had advanced in the adoption of more sustainable policies and systems to manage its economy and environment, and it was better equipped to respond to natural disasters and security challenges. Still, it remained the poorest of Central Asian countries and continued to face critical development issues regarding access to reliable energy; acute water shortages; population issues, including maternal and child mortality rates; and related issues of gender equality stemming from stereotypes in Tajik society concerning the roles of women and men and traditional customs and practices. The UNCT displayed techniques that represented best practices, within and beyond the region, both in terms of programming and the organization of work, and the delegation concluded that its work should continue and expand.

At its first regular session, the Executive Board took note of the report of the field visit to Tajikistan [E/2014/35 (dec. 2014/9)].

A 25-member delegation of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, WFP and UN-Women visited Panama and El Salvador (23 March–1 April) [DP/FPA/OPS/ICEF-UNW-WFP/2014/CR.P.8] to enhance their understanding of the role of the UN development system in general and especially that of the specific organizations in the region. It was the first joint field visit to Latin America in over 10 years. The delegation learned about the role and functions of the Panama-based United Nations Regional Team in supporting and coordinating UNCTs and national Governments in the region, and considered the development of a “Delivering as Region” modality for Latin America and the Caribbean. In El Salvador, the delegation observed the role of the UNCT in its efforts to achieve sustainable development, especially the Millennium Development Goals (MDGs). Despite being classified as a lower middle-income country, some aspects of the situation in El Salvador suggested that it might be regarded as non-typical of this category (e.g., the quality of house construction, access to drinking water and sanitation and access to education). The country had made tremendous progress in development in recent years, but still faced a number of development issues, notably the fragile rule of law; weak institutions; widespread income poverty and income inequality; limited basic social services; underemployment and unemployment; corruption; violence and crime, including a high rate of gender-based violence and violence against children and adolescents; and unplanned urbanization accompanied by environmental degradation and vulnerability to natural disasters. The delegation recommended that the UNCT continue to assist the Government in building on the socioeconomic progress achieved in recent years and continue to provide policy advice on inclusive and sustainable development progress.

A delegation representing the UNDP/UNFPA/UNOPS Executive Board visited Fiji and Samoa (22–29 April 2014) [DP/FPA/2014/CR.P.2] to enhance the Board’s understanding of how UN organizations, in particular UNDP and UNFPA, positioned their engagement with the Pacific small island developing States. The visit—the first to the Pacific Islands region—was timely, given the upcoming Third International Conference on Small Island Developing States (1–4 September, Apia, Samoa) (see p. 000), and the delegation noted that the work of the UN entities was closely aligned with the UN Development Assistance Framework
Other cooperation

UN Office for Partnerships

The United Nations Office for Partnerships, reformed in 2006 [YUN 2006, p. 1046], served as the gateway for public-private partnerships with the UN system in furtherance of the MDGs. It oversaw the UN Fund for International Partnerships (UNFIP) and the United Nations Democracy Fund (UNDEF), and provided partnership advisory and outreach services.

Report of Secretary-General. In July [A/69/218], the Secretary-General submitted a report on the activities of the United Nations Office for Partnerships. The report was submitted pursuant to General Assembly decisions 52/466 [YUN 1998, p. 1297] and 53/475 [YUN 1999, p. 1318], wherein the Secretary-General was requested to inform the Assembly, on a regular basis, about the activities of the Office [YUN 2013, p. 858]. The report supplemented the information contained in the 15 previous reports of the Secretary-General, submitted between 1998 and 2013.

On 29 December (decision 69/552), the General Assembly took note of the report.

UN Fund for International Partnerships

The UN Fund for International Partnerships (UNFIP) was established in 1998 [YUN 1998, p. 1297] to serve as the interface between the UN system and the United Nations Foundation, a public charity responsible for administering Robert E. Turner’s $1 billion contribution in support of UN causes. At the end of 2014, the cumulative allocations approved by the United Nations Foundation for UNFIP projects reached approximately $1.36 billion. Of this amount, it was estimated that $0.45 billion (about 33 per cent) represented core Turner funds and $0.91 billion (about 67 per cent) was generated from co-financing partners. The total number of UN projects and programmes supported as at the end of 2014 by the United Nations Foundation through UNFIP stood at 563. Collectively, those projects were implemented by 43 UN entities in 124 countries.

In 2014, the UN Foundation approved projects totalling $56.8 million, the majority of which ($53.8 million) focused on global health. Health-related projects supported by the Foundation through UNFIP during the year included the Measles Initiative (renamed the Measles and Rubella Initiative in 2012) by the disbursement of $51 million to UNICEF and WHO; the Nothing But Nets campaign to fight malaria by the disbursement of over $1,123,000 to support the distribution of insecticide-treated bednets and other interventions by UNICEF and UNHCR in Chad, Cameroon and Madagascar; a grant of $100,000 to address energy needs in health-care facilities in five sub-Saharan countries; and a grant of $1,551,500 to WHO to procure supplies to assist Governments in the management of Ebola cases. For the Girl Up campaign, the Foundation disbursed through UNFIP almost $900,000 to UNICEF and UNHCR to support projects that advance the education of Somali refugee girls in Ethiopia and the rights of adolescent girls in Guatemala, including by strengthening mechanisms for protection against gender-based violence. Energy and climate projects that received grants in 2014 included the Sustainable Energy for All initiative, the Climate Change Support Team in the Executive Office of the Secretary-General, and the WHO clean household energy planning tool.

UN Democracy Fund

UNDEF was established by the Secretary-General in 2005 [YUN 2005, p. 655] to support democratization around the world. It focused on strengthening the voice of civil society, promoting human rights and ensuring the participation of all groups in democratic processes. Through the Fund, the Office channeled approximately $145 million to more than 540 projects in over 120 countries around the world, ranging from strengthening civil society leadership skills and promoting the participation of women and youth, to media programmes allowing civil society to project its voice.

In 2014, the eighth round of funding came amid upheavals in several parts of the world. Both civil society groups and the media continued to face growing pressures and restrictions, and the closing space for civil society became an alarming feature in a range of countries on several continents. Against this background, the Fund received 2,062 project proposals for its eighth round of funding, reflecting a high demand for support. The proposals originated from organizations in 133 countries, most of which were local non-governmental organizations in Africa, Asia, Eastern Europe, Latin America and the Caribbean. The eighth-round project selection emphasized the media, with almost 40 per cent of selected projects operating in this field. That reflected a recognition of the media as having a revolutionizing impact in democratization processes, and the need to safeguard
media freedom in the face of threats and pressures. Forty-nine projects were funded at a total cost of $9,455,000. The activities of those projects covered media (38 per cent), community development (18 per cent), youth (16 per cent), rule of law and human rights (12 per cent), strengthening instrumentality of government (6 per cent), tools (6 per cent) and women’s empowerment (4 per cent). In November, the Fund launched its ninth round for project proposals. When applications closed on 31 December, the Fund had received 2,331 project proposals that would be assessed by March 2015.

**Partnership advisory and outreach services**

The United Nations Office for Partnerships provided advisory and outreach services in response to the growing demand from the UN system, Governments and non-State actors in pursuing public-private partnerships. In 2014, companies, foundations and NGOs approached the Office to explore opportunities for engagement with the United Nations and to assist with pooling expertise and resources to address issues on the UN agenda. To promote the post-2015 development agenda, the Office collaborated with partners on high-impact events and issued advice on best practices for promoting the MDGs. Ten key initiatives were divided into three partner categories: Member States, the UN system and other international organizations; and the private sector and civil society. Initiatives included the permanent memorial at the United Nations to the victims of slavery and the transatlantic slave trade; a conference and exhibit to highlight crowd-sourced projects for resilient schools and emergency shelters for areas affected by natural disasters and wars; the 2014 Equator Prize to recognize leadership by indigenous and local communities to meet climate and development challenges through sustainable solutions; World Toilet Day; the International Women’s Day forum; the Media for Social Impact Summit; the Social Innovation Summit 2014; a Global Accelerator event to engage entrepreneurs on UN objectives and the post-2015 development agenda; a conference on “Changing lives through mobile: innovation in emerging markets”; and the Blouin Creative Leadership Summit.

**Economic and technical cooperation among developing countries**

**South-South and triangular cooperation**

**Report of Secretary-General.** In response to General Assembly resolution 68/230 [YUN 2013, p. 859], the Secretary-General presented the state of South-South cooperation in a July report [A/69/153], which found that UN agencies, funds and programmes had strengthened their own capacities to support South-South cooperation and mainstream it in their policies, strategies and programmes, but they still needed improved coordination and greater financial support from both traditional sources and new public and private actors. In that context, the Special Unit for South-South Cooperation was upgraded to the United Nations Office for South-South Cooperation in 2013, and its head was made Special Envoy of the Secretary-General on South-South Cooperation in May 2014.

The report contained recommendations on improving the system-wide governance, focus, coherence and coordination of South-South cooperation to maximize its development impact. South-South cooperation should continue to be mainstreamed in the operational work of the UN system through the development of more guidance tools that were aligned with the perspectives of Member States and the mandates of UN organizations and agencies. Also important was continued access by the United Nations Office for South-South Cooperation and UN-system South-South cooperation focal points to the UNDP global operations and country office network, UN country teams and the UN resident coordinator system, under the auspices of UNDP, as host of the Office and Chair of the United Nations Development Group (see p. 000). There was progress on the implementation of recommendations emanating from the report of the Joint Inspection Unit [YUN 2012, p. 893], as well as the 2012 evaluation of UNDP support to South-South cooperation, but recommendations related to the workings of the High-level Committee on South-South Cooperation as the key governance structure for South-South cooperation in the UN system were unfulfilled and should be prioritized, starting with consultations with Member States on updating the rules of procedure of the Committee, which were established in 1980.

**High-level Committee.** The High-level Committee on South-South Cooperation, at its eighteenth session (New York, 19-22 May and 6 June [A/69/39]), considered a report [SSC/18/1] by the United Nations Office on South-South Cooperation on the review of progress made in implementing the Buenos Aires Plan of Action, the new directions strategy for South-South cooperation and the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation, taking into account the complementary role of South-South cooperation in the implementation of relevant major UN conferences in the social, economic and related fields. The Committee also considered two notes by the Secretary-General on the framework of operational guidelines on UN support to South-South and triangular cooperation [SSC/17/3 & SSC/18/2]; a report of the Secretary-General on measures to further strengthen the United Nations Office for South-South Cooperation [SSC/18/3]; a report on the intersessional meeting of the High-level Committee on South-South Cooperation in June 2013 [SSC/17/IM/L.2]; and a note

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by the UNDP Administrator on the organization of work [SSC/18/L.3].

In the context of the post-2015 development agenda, the Committee held a thematic discussion on the contributions and strategy of the United Nations development system to promote and strengthen South-South cooperation. The debate touched upon issues of food security, the voice of the South in global governance, the potential of regional public goods, and successful approaches to tackling the challenges of poverty and income inequality, environmental sustainability and climate change.

In a decision adopted during the session [A/69/39 (dec. 18/1)], the Committee requested the UNDP Administrator, as Chair of the United Nations Development Group, to make recommendations on the additional support that entities of the UN system and Member States could provide to South-South and triangular cooperation, and to establish a more formalized and strengthened inter-agency mechanism coordinated by the UN Office for South-South Cooperation, with a view to encouraging information-sharing on development activities and results achieved by organizations through their respective business models in support of South-South and triangular cooperation.

It requested the Secretary-General to submit to the High-level Committee on South-South Cooperation at its nineteenth (2016) session a comprehensive report on the progress made in the implementation of the decision. The Committee also approved the provisional agenda for its nineteenth session [dec. 18/2].

On 14 July (decision 2014/228), the Economic and Social Council took note of the report of the High-level Committee on South-South Cooperation on its eighteenth session.

GENERAL ASSEMBLY ACTION

On 19 December [meeting 75], the General Assembly, on the recommendation of the Second Committee [A/69/473/Add.2], adopted resolution 69/239 by recorded vote (129-44-7) [agenda item 24 (d)].

South-South cooperation

The General Assembly,

Reaffirming its resolution 64/222 of 21 December 2009, in which it endorsed the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation,

Reaffirming also its resolution 33/134 of 19 December 1978, in which it endorsed the Buenos Aires Plan of Action for Promoting and Implementing Technical Cooperation among Developing Countries,


Noting the announcement by the Secretary-General of the designation of the Director of the United Nations Office for South-South Cooperation as his Envoy on South-South Cooperation,

1. Takes note of the report of the High-level Committee on South-South Cooperation on its eighteenth Session, the decisions taken at that session, in particular decision 18/1, and the decisions taken at the intersessional meeting of 4 June 2013;
2. Also takes note of the report of the Secretary-General on the state of South-South cooperation;
3. Further takes note of the report of the Joint Inspection Unit on South-South and triangular cooperation in the United Nations system, including its recommendations, and the related note by the Secretary-General;
4. Recognizes the importance and unique history and particularities of South-South cooperation, and reaffirms its view of South-South cooperation as a manifestation of solidarity among peoples and countries of the South that contributes to their national well-being, national and collective self-reliance and the attainment of internationally agreed development goals, including the Millennium Development Goals, and that South-South cooperation and its agenda have to be set by countries of the South and should continue to be guided by the principles of respect for national sovereignty, national ownership and independence, equality, non-conditionality, non-interference in domestic affairs and mutual benefit;
5. Also recognizes that South-South cooperation is a partnership among equals based on solidarity and should not be seen as official development assistance; acknowledges in this regard the need to enhance the development effectiveness of South-South cooperation by continuing to increase its mutual accountability and transparency, as well as coordinating its initiatives with other development projects and programmes on the ground, in accordance with national development plans and priorities, and further recognizes that the impact of South-South cooperation should be assessed with a view to improving, as appropriate, its quality in a results-oriented manner;
6. Requests the Secretary-General to present, during the sixty-ninth session of the General Assembly, further information on the assignments and duties to be taken up by the Director of the United Nations Office for South-South Cooperation, including any potential financial and institutional implications deriving from his appointment as the Envoy of the Secretary-General on South-South Cooperation;
7. Encourages the funds, programmes, the specialized agencies and other entities of the United Nations system to take further concrete measures, as appropriate, to effectively mainstream support to South-South and triangular cooperation in their policy and regular programming work, and in this context requests those organizations and the United Nations Office for South-South Cooperation to leverage each other’s institutional and technical capacities;
8. Recognizes the need to continue to mutually enrich South-South cooperation, based on the diverse experiences of and good practices from South-South cooperation, triangular cooperation and North-South cooperation, and to further explore complementarities and synergies between them;
9. Invites relevant Member States to share and exchange best practices in planning, implementation, data
collection and information and knowledge management in order to further improve the impact of South-South and triangular cooperation initiatives on sustainable development;

10. **Stresses** that South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation;

11. **Recognizes** the importance of considering South-South cooperation and triangular cooperation in the context of the elaboration of the post-2015 development agenda;

12. **Reaffirms** the mandate and the central role of the United Nations Office for South-South Cooperation as the focal point for promoting and facilitating South-South and triangular cooperation for development on a global and United Nations system-wide basis, recalls decision 18/1 of the High-level Committee on South-South Cooperation, and requests the Secretary-General, noting that further deliberation by Member States on the options presented in his report on measures to further strengthen the Office for South-South Cooperation will be required before a decision is taken on the idea of separating the Office for South-South Cooperation as operationally autonomous from the United Nations Development Programme, to present, as part of his comprehensive report to the High-level Committee at its special inter-sessional session to be held in 2015, in consultation with Member States, the Office for South-South Cooperation and the United Nations Development Programme, a comprehensive proposal on upscaling the Office in financial, human and budgetary terms under the auspices of the United Nations Development Programme, including through the appointment of the Special Representative of the Secretary-General on South-South Cooperation, and at the same time recommending specific contributions of the United Nations Development Programme under such a change;

13. **Calls upon** the United Nations Development Programme to explore and undertake intensive, innovative and additional resource mobilization initiatives to attract more resources, both financial and in kind, to supplement regular resources and other funds for activities involving South-South cooperation in order to enable it to respond effectively and efficiently to the South-South cooperation needs of Member States and the United Nations system;

14. **Acknowledges and encourages** the initiatives and arrangements undertaken as part of the efforts to enhance cooperation among developing countries, including in the areas of eradication of poverty and hunger, gender equality, the empowerment of women, access to information and communications technologies, science and technology, environment, culture, health, education and human development, including through multilateral multi-stakeholder and public-private partnerships;

15. **Requests** the United Nations development system to further assess, within the scope of the comprehensive report of the Secretary-General, progress made in its support, particularly with regard to the provision of adequate resources and the mobilization of technical and financial resources for South-South cooperation, as well as in mainstreaming South-South cooperation into the work of the United Nations funds and programmes and the specialized agencies in the field;

16. **Also requests** the United Nations development system to continue improving coordination among its agencies in order to enhance its support to South-South and triangular cooperation and monitor progress at the global and regional levels and to continue evaluating the support of the United Nations development system for those activities;

17. **Requests**, in this regard, the Administrator of the United Nations Development Programme, as Chair of the United Nations Development Group, to establish a more formalized and strengthened inter-agency mechanism, coordinated by the United Nations Office for South-South Cooperation, with a view to encouraging joint support for South-South and triangular initiatives, as well as sharing information on development activities and results achieved by various organizations through their respective business models in support of South-South and triangular cooperation, calls upon the United Nations development system to designate representational focal points to join the mechanism, and requests the Administrator to give the Office for South-South Cooperation the opportunity to be represented more regularly in strategic and coordination mechanisms of the Development Group when matters affecting South-South and triangular cooperation are being discussed;

18. **Also requests** the Administrator of the United Nations Development Programme, as Chair of the United Nations Development Group, to make specific recommendations on additional support that the United Nations system and its entities could provide to South-South and triangular cooperation, which could include voluntary secondment of staff and the appointment of Junior Professional Officers to the United Nations Office for South-South Cooperation;

19. **Requests** the United Nations development system to accord a high priority to facilitating programmes and projects of South-South and triangular cooperation and to assist countries of the South, upon their request, in implementing them in order to ensure that sustainability is a key component of those projects;

20. **Calls upon** the United Nations Development Programme and other relevant organizations of the United Nations development system to assist developing countries in implementing projects on South-South cooperation, upon request and in a manner consistent with their mandates and strategic plans;

21. **Recognizes** the need to mobilize adequate resources for enhancing South-South and triangular cooperation, and in this context invites all countries in a position to do so to contribute, in support of such cooperation, to the United Nations Fund for South-South Cooperation and also to the Pérez-Guerrero Trust Fund for South-South Cooperation, in accordance with its resolution 57/263 of 20 December 2002, and to support other initiatives for all developing countries, including technology transfers among developing countries;

22. **Requests** the United Nations development system to encourage the transfer of technologies for the benefit of developing countries to address poverty eradication and sustainable development;

23. **Recognizes** that South-South and triangular cooperation are mutually supportive in terms of both technical and financial assistance, emphasizes in this regard the importance of further invigorating South-South cooperation, and invites all Member States to enhance South-South and triangular cooperation, focusing on shared development priorities with the involvement of all
relevant stakeholders in Governments, the private sector and civil society; including volunteer groups;

24. *Invites* the regional commissions, where relevant, to further harness the knowledge network, partnerships, technical and research capacity in support of enhanced subregional, regional and interregional South-South cooperation and to use the meetings of the regional coordination mechanism, as appropriate, as a tool for advancing system-wide cooperation and coordination in support of South-South cooperation at the regional level;

25. *Requests* all Member States and the United Nations development system to foster complementarities among North-South and South-South and triangular cooperation through greater evidence-based policy dialogue on strategic cross-cutting issues, in particular for the application of science, technology and innovation and the integration of a gender perspective into the pursuit of sustainable development;

26. *Requests* the Secretary-General, in his report to the High-level Committee on South-South Cooperation at its nineteenth session, to provide an update on concrete steps taken to further strengthen South-South cooperation within the United Nations development system;

27. *Decides* to include in the provisional agenda of its seventieth session, under the item entitled “Operational activities for development”, the sub-item entitled “South-South cooperation for development”, and requests the Secretary-General to submit to the General Assembly at its seventieth session a comprehensive report on the state of South-South cooperation within the context of the implementation of the present resolution, including an assessment of the concrete measures taken by the United Nations development system to improve its support to South-South cooperation and the implementation of the present resolution.

**RECORDED VOTE ON RESOLUTION 69/239:**

*In favour:* Afghanistan, Algeria, Angola, Antigua and Barbuda, Argentina, Bahamas, Bahrain, Bangladesh, Barbados, Belarus, Belize, Benin, Bhutan, Bolivia, Botswana, Brazil, Brunei Darussalam, Burkina Faso, Burundi, Cabo Verde, Cambodia, Cameroon, Central African Republic, Chad, Chile, China, Colombia, Congo, Costa Rica, Côte d’Ivoire, Cuba, Democratic People’s Republic of Korea, Democratic Republic of the Congo, Djibouti, Dominican Republic, Ecuador, Egypt, El Salvador, Eritrea, Ethiopia, Fiji, Gambia, Ghana, Grenada, Guatemala, Guinea, Guinea-Bissau, Guyana, Haiti, Honduras, India, Indonesia, Iran, Iraq, Jamaica, Jordan, Kazakhstan, Kenya, Kiribati, Kuwait, Lao People’s Democratic Republic, Lebanon, Lesotho, Liberia, Libya, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Micronesia, Mongolia, Morocco, Mozambique, Myanmar, Namibia, Nepal, Nicaragua, Niger, Nigeria, Oman, Pakistan, Palau, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Qatar, Rwanda, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Samoa, Saudi Arabia, Senegal, Sierra Leone, Singapore, Solomon Islands, Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Suriname, Syrian Arab Republic, Tajikistan, Thailand, Timor-Leste, Tonga, Trinidad and Tobago, Tunisia, Turkey, Turkmenistan, Tuvalu, Uganda, United Arab Emirates, United Republic of Tanzania, Uruguay, Uzbekistan, Venezuela, Viet Nam, Yemen, Zambia, Zimbabwe.

*Against:* Albania, Andorra, Australia, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Canada, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Monaco, Montenegro, Netherlands, New Zealand, Norway, Poland, Portugal, Romania, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, United Kingdom, United States.

*Abstaining:* Armenia, Georgia, Kyrgyzstan, Republic of Korea, Republic of Moldova, Russian Federation, Switzerland.