Outline of UNDP Issues
(proposed for consideration by the Executive Board in 1997)

Background

1.   Executive Board decision 96/25 calls on UNDP, *inter alia,* to develop an annual work plan for the Executive Board. To that end, the decision requests UNDP to prepare for discussion at the September 1996 session "an outline of issues that could be considered by the Board in 1997,   based on previous Board deliberations and the organizational priorities and objectives set for 1997".

Guiding Principles

2.   The present conference room paper responds to the latter request. It assumes that Board agendas which are structured around topics directly relevant to UNDP's ongoing or planned work programme will enable the Board to provide policy guidance to UNDP management on matters of current significance. The 1996-97 UNDP plan provides a new tool for identifying such topics and issues. This paper also assumes that reports and other inputs from the Secretariat which direct Board attention to policy issues, rather than managerial or technical matters, will facilitate the Board's role in the governance of UNDP. Thus, the proposals made here focus on:

- what UNDP considers will be its main organizational objectives in 1997;

- what it believes are the main challenges and issues in attaining those objectives;

- how various reports due in 1997 might be related to these objectives or be handled in other constructive ways either through the clustering of such reports under common headings or by rescheduling certain items.

UNDP Proposals

3.   The proposals put forward here are in the form of two tables. Table 1 distills the 1997 policy agenda arising from the 1996-97 UNDP plan and the UNDP change management process which senior management will need to consider in the coming year. The table links the priority topics on this agenda to relevant past decisions of the Executive Board and indicates the nature of the input which the Secretariat would be expected to provide. Board consideration of these priority topics, and the policy issues associated with them, would help to guide the course that UNDP is expected to take during 1997 and beyond.

4.   Table 2 is a compilation of all reports requested by the Board which fall due in 1997, presented in a form intended to facilitate their efficient treatment. The table is provided to assist the Board in designing its work plan in a manner that ensures due attention to all salient items.

5.   These proposals are intended to serve as an input to the discussion by the members of the Executive Board on the 1997 Work Plan. A revised proposal will be submitted at the January 1997 session, based on the outcome of the consultation held at the third regular session of the Executive Board.

Table 1

UNDP 1997 Policy Agenda

	UNDP Topic	UNDP Input	Decision	EB Action
1.	**Building poverty eradication into UNDP policy and programming as the top priority.** (UNDP Plan objective no.1) - further elaboration of SHD thematic focus; - approaches to capacity development; - support to Country Offices; - programme strategies and partnerships.	Strategy Paper Informal consultation	95/22	Dialogue and guidance.
2.	**Management of Change** UNDP Plan objective no. 5) - ensuring a transparent and participatory change management process; - proposals for aligning UNDP's organizational structure, management and support systems with its mandate.	Information Note Policy proposals	N/A	Information. Dialogue and decisions
3.	**Implementing the New Programming Framework and Ensuring Programme Quality.** (UNDP Plan objectives nos. 1,2,5) (a) Focus Issue: National Execution - revised conceptual framework; - role of UN agencies/Country Offices; - simplified programme policies and procedures;	Strategy paper	N/A	Dialogue and guidance

	UNDP Topic	UNDP Input	Decision	EB Action
(b)	Country/Regional Cooperation Frameworks.	CCFs/RCFs	96/7	Decisions
	- submission of CCFs/RCFs in accordance with programming criteria and GA res. 47/199 and 50/120;			
(c)	Lessons learned through monitoring and evaluating the operation of the new arrangements;	Trends analysis	95/23	Dialogue and guidance
(d)	Format and timing of review of the new cycle considering rate of programme development and approvals;	Proposal for substantive review in 1998	95/23 96/7	Dialogue and decision
(e)	Evaluation, Learning and Programme Quality.	Reports	96/20	Dialogue and guidance
	- annual evaluation report; compliance report; - lessons learned and their application; - strategic evaluation findings.	Major evaluation findings		
3.	**Information and publication policy** (UNDP Plan objective no. 3)			
	- targeted advocacy/communication strategy including:	Strategy paper	96/22	Dialogue and guidance
(i)	effective approaches to decision-makers, legislators and civil society;	Annual reports and other publications		Information
(ii)	focused publications and reporting;			
(iii)	use of Internet			
4.	**Supporting the Resident Coordinator system**. (UNDP Plan objective no.4)			
(a)	review of overall responsibility for policy coordination of UN activities at country level;	Policy review	(GA res. 47/199 and 50/120)	Dialogue
(b)	progress under measures taken by UNDP (with JCGP and CCPOQ) to strengthen the RC system, including use of special funds for RC support.	Report		Information /dialogue

	UNDP Topic	UNDP Input	Decision	EB Action
5.	**Financial and Managerial Oversight & Planning.** (UNDP Plan objective no. 5)			
(a)	Financial and managerial oversight - annual review of financial situation;	Reports	95/28 95/32	Information /dialogue and possible decisions
	- strengthened accountability framework;	Audit findings	95/3	
	- scope and follow-up of audit activities in programme and systems development;			
	- changes required in financial rules/regulations			
(b)	Programme funding strategy			
	- core funding	Strategy paper	96/22 GA/50/227	Dialogue and guidance
	- new programme funding sources			
	- options for replenishment process (UNDP Plan objective no. 3)			
(c)	Budget strategy			
	- measures for synchronizing UNDP organizational plan and 1998-99 budget strategy;	Report		Dialogue
	- harmonization of budget presentations	Proposals	95/30	Dialogue and decisions
	- 1998-99 budget proposals (in new format).	Budget proposals		Dialogue and decisions

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Table 2

UNDP Consolidated List of Reports to the Executive Board in 1997

Subject		Priority	Type of Report	Information or Action
ANNUAL SESSION				
1.	**Annual Report of the Administrator**			
A.	Introduction i. Major achievements and problems encountered in 1996; ii. Focus area: Poverty eradication as central priority of UNDP [95/22] iii. Focus area: Change management iv. Support for Resident Coordinator system	X See Table 1	Written	Information/ Action
B.	Evaluation [96/20]	X See Table 1	Written	Action
C.	Main Programme Record, including: (i) environment and development [93/12]; (ii)gender in development; (iii) national capacity-building; (iv) programme management issues, including decentralization and the programme approach; (v) issues relating to programme quality, impact, sustainability, efficiency and programme/project audits [ii-v: 92/2] and reports of: (i) United Nations Office to Combat Desertification and Drought (UNSO); (ii) United Nations Revolving Fund for Natural Resources Exploration; (iii) Assistance to the Palestinian People; (iv) technical cooperation among developing countries; and annual report on internal oversight.	X	Written	Information/ Action
D.	Statistical Annex		Written	Information
E.	Reports of Joint Inspection Unit of Interest to UNDP		Written	Information
F.	Subcontracts awarded and major equipment ordered in 1996		Written	Information

Subject	Priority	Type of Report	Information or Action
G. Role of UNDP in the implementation of the United Nations New Agenda for the Development of Africa in the 1990s [94/13]	X	Written	Dialogue
2. **Report to ECOSOC [95/17].**	X	Written	Action
3. **UNDP Information and Publication Policy [96/22]**	X	Written See Table 1	Action
4. **United Nations Office for Project Services (UNOPS) [96/33]**	X	Written	Information/ Action
5. **United Nations Development Fund for Women (UNIFEM) [95/18]**	X	Written	Information/ Action
REGULAR SESSIONS			
6. **Organizational Matters**			
Annual work plan [95/25]	X	CRP	Action
Rules of Procedure [95/25]	X	CRP	Action
7. **Issues relating to the programming cycles**	See Table 1		
National Execution [92/2] - Focus Issue for 1997	X	Written	Action
Country cooperation frameworks, regional cooperation frameworks, intercountry and global programmes and projects [95/25] -- **130** CCFs/RCFs to be produced in 1997	X	Written	Action on "no objection" basis
Review of successor programming arrangements, including (a) lessons learned; (b) format and timing of review of new cycle [95/23 and 96/7]; and (c) agency support costs [96/31]	1998	Written	Action
Assistance to Myanmar [96/1]			

	Subject	Priority	Type of Report	Information or Action
8.	**United Nations Capital Development Fund (UNCDF) [92/2]**		Written	Information/ Action
9.	**Financial, budgetary and administrative matters**	See Table 1		
A.	Annual review of the financial situation 1996, including	X	Written	Action
	(i) net flow of contributions by donor and recipient Governments;			
	(ii) trust funds established by the Administrator;			
	(iii) status of the Reserve for Field Accommodation;			
	(iv) Management Service Agreements;			
	(v) proposed amendments to the UNDP Financial Regulations and Rules [95/28]			
B.	Accountability review [95/32]	X	Written /Oral	Information
C.	Revised budget estimates for 1996-1997 [95/28]		Written	Action
D.	Budget estimates for 1998-1999 (in new format)	X	Written	Action
E.	Audit reports [95/3]	X	Written	Information
F.	Activities of the Inter-Agency Procurement Services Office [95/28]	X	Written	Action
G.	UN system regular and extrabudgetary technical cooperation expenditures [92/2]	1998	Written	Information
H.	Harmonization of presentation of budgets and accounts [95/30] [with UNFPA]	X	Written	Information
I.	UNOPS budget estimates and audit reports		Written	Action
10.	**United Nations technical cooperation activities [92/2]**	1998	Written	Information

Subject	Priority	Type of Report	Information or Action
Other Matters			
11. **Reports on field visits (two) [with UNFPA]**		CRP	Information
12. **Other Matters:** Round table process		Oral	Dialogue

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