



17 December 2021

Dear Members of the Board,

Over the last few years, I have kept you regularly updated on the progress made in the various investigations, reviews and assessments to determine individual management accountabilities in relation to the S&L Project. I have done so with full transparency and within the prerogatives assigned to me as the Administrator of UNDP.

As a result of these processes, we have been able to reconstruct the roles and responsibilities of the staff members who were involved in the implementation of the S&L Project from 2007 until it closed in 2017. A number of those staff members have since left the organization and no longer fall under our jurisdiction.

The assessment and investigation processes for two of the staff members involved in this project have now been concluded. I have agreed with them that in the interest of the organization, they will move from their current positions and will be put on special assignment pending further determination on their future in the organization.

There is one further ongoing investigation by the independent Office of Audit and Investigation related to individual management accountabilities which will be completed in 2022.

In determining individual management accountabilities, I had to take into consideration that a number of staff members and non-staff personnel who had been involved in this project, including at a senior level, have now left the organization. It is clear that the responsibility for key decisions taken throughout the lifecycle of the project cannot exclusively be attributed to those individuals who are still with the organization today.

As we now approach the completion of this process, I remain confident that we have done everything we could, within our management responsibilities and our rules and regulations, to establish individual accountabilities and to determine, where applicable, appropriate measures in response. This is despite the challenges of dealing with a project that has been closed for over four years. While this has not been an easy process, important lessons have been learnt. Looking ahead, we will build on this experience and continue to improve the risk management and quality oversight expected by our partners as well as ensure that our efforts generate the impact and results expected by the countries that we serve.

Yours sincerely,

A handwritten signature in black ink, which appears to read 'Achim Steiner', is positioned above the printed name.

Achim Steiner