

*Office of the Secretary of the Executive Board*

## DECISION MONITORING TABLE FOR 2020

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

For more details on other aspects of these decisions or for the full compendium of Executive Board decisions, please visit: <https://www.unicef.org/executiveboard/decisions>.

The status of a decision is indicated as follows: (1) GREEN signifies that an action has been “completed”; and (2) YELLOW signifies that an action is “in progress” or “partially completed” (action in progress, with a due date, if relevant). Decision paragraphs that do not require action are greyed out and status is shown as “No action required”

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
<b>First regular session, 11–13 February 2020</b>				
2020/1 Working methods	Para 1: Recalls decision 2019/20 of the Executive Board of the United Nations Children’s Fund (UNICEF) on the working methods of the Executive Board and reiterates its requests therein;			n/a
	Para 2: Takes note of the joint response of the Executive Board secretariats on the working methods of the Executive Boards of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS), UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme (WFP);			
	Para 3: Takes note with appreciation of the revised guidelines for the field visits of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women, and for the joint field visits of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP;			
	Para 4: Requests the Executive Board secretariats to submit to Member States, ahead of the annual session of 2020, with a view to conclude discussions on the working methods no later than the second regular session, a concrete proposal for a rearranged annual workplan of the	Annual session 2020	The proposal for a rearranged annual workplan of the Executive Board for 2021, including a comparative analysis, has been completed and posted on the Executive Board website for review.	Completed

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	Executive Board for 2021, which includes daily schedules of the three sessions and informal consultations, supported by a detailed comparative analysis of potential implications on items for decisions, overall costs, efficiency and oversight, with a view to reducing the workload of the second regular session by shifting agenda items among formal sessions, as appropriate;			
	Para 5: Recalls decision 2018/14 and stresses the need to continue to harmonize the consideration of common agenda items across the respective Executive Board agendas and requests the secretariat of the Executive Board of UNICEF, in collaboration with the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS and UN-Women, to reflect it in the proposal of a rearranged workplan for 2021;	Annual session 2020	All agencies have achieved 100 per cent harmonization for common agenda items as requested and explained in the joint paper on the working methods of the Executive Boards.	Completed
	Para. 6: Also recalls decision 2018/14 and requests UNICEF management to circulate timely written responses to those questions raised at formal sessions of the Executive Board that could not be answered;			Completed
	Para 7: Takes note with appreciation of the current tracking system of the decisions of the Executive Board and requests the secretariat to put the full text of decisions into the system so that Member States have full oversight on follow-up and fulfilment of decisions, starting in 2019.			Completed
2020/2 Country programme documents	Para 1: Takes note that the country programme documents, including aggregate indicative budgets, for Cuba, the Democratic Republic of the Congo, Mali and Paraguay ( <a href="#">E/ICEF/2020/P/L.1</a> – <a href="#">E/ICEF/2020/P/L.4</a> ) were made available to Member States for their comments and input from 19 November to 9 December 2019, in accordance with Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;  Para 2: Approves on a no-objection basis, and in accordance with decision 2014/1, the country programme documents,			n/a

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	including aggregate indicative budgets, for Cuba, the Democratic Republic of the Congo, Mali and Paraguay (E/ICEF/2020/P/L.1–E/ICEF/2020/P/L.4).			
2020/3 Extensions of ongoing country programmes	<p>Para 1: Takes note of the first two-month extensions of the country programmes for Argentina and Uruguay; and the first one-year extensions of the country programmes for Colombia, Lebanon, Tajikistan and Zimbabwe, all of which were approved by the Executive Director and are presented in table 1 of document <a href="#">E/ICEF/2020/P/L.5</a>;</p> <p>Para 2: Approves the three-month extension of the country programme for South Africa, following a previous 15-month extension and a previous one-year extension, as presented in table 2 of document <a href="#">E/ICEF/2020/P/L.5</a>.</p>			n/a
2020/4 Extension of the Vaccine Independence Initiative and its revolving fund	Approves a five-year extension of the Vaccine Independence Initiative for the period 2021 to 2025, in accordance with the terms of the original document approved by the Executive Board in 1991 ( <a href="#">E/ICEF/1991/P/L.41</a> ) and as amended by the Board in its decision 2015/5.		<p>At the first regular session of 2025, UNICEF will submit to the Executive Board for its consideration and approval the extension of the Vaccine Independence Initiative and its revolving fund.</p> <p>UNICEF is on track to submit a recommendation for extension of the Initiative at the first regular session of 2025. Currently, UNICEF is internally evaluating the merit of also including a recommendation for right-sizing the Initiative from the current maximum authorization.</p>	In progress
2020/5 Evaluation of innovation in UNICEF work, and management response	Para 1: Welcomes the evaluation of innovation in UNICEF work and its summary ( <a href="#">E/ICEF/2020/3</a> ) and takes note of the recommendations and the UNICEF management response ( <a href="#">E/ICEF/2020/4</a> );			n/a
	Para 2: Emphasizes the continued importance of cooperation by UNICEF with other United Nations agencies with regard to the development and implementation of innovations, and encourages UNICEF to include information on such cooperation in future reporting;		The recommendations of the Executive Board have been well noted and these will be reflected in future activities and reports.	Completed
	Para 3: Encourages UNICEF to work in close cooperation with the Principal Adviser, Organizational Culture, to succeed in achieving an open and innovative work culture within UNICEF.		The recommendations of the Executive Board have been well noted and these will be reflected in future activities and reports.	Completed
2020/6 UNICEF financial	Para 1: Takes note of the report of the Board of Auditors for the financial period that ended on 31 December 2018 ( <a href="#">A/74/5/Add.3</a> ) as well as the management response ( <a href="#">E/ICEF/2020/AB/L.2</a> );			n/a
	Para 2: Notes the unqualified audit opinion for 2018 issued by the Board of Auditors for UNICEF;			n/a

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report and audited financial statements for the year ended 31 December 2018 and report of the Board of Auditors, and management response	Para 3: Calls for UNICEF management to systematically continue to improve the maturity of risk management at all levels, particularly strengthening accountability and implementation of the internal control frameworks;	Second regular session 2020 / First regular session 2021/ First regular session 2022	UNICEF continues to improve its risk management maturity and other mechanisms to strengthen governance, risk management and internal control practices.  UNICEF Guide on annual risk assessments including for 2022 are issued for detailed implementation guidance to all offices. The Enterprise Governance Risk and Compliance system is now in use for UNICEF offices to update ongoing risks. ERM workshops and training for offices are being undertaken as part of the capacity-building and to inform the potential revisions and improvement in the ERM policy.	Completed
	Para 4: Requests UNICEF to prioritize the follow-up of those identified organizational weaknesses that pose the greatest risks to results achievement;	Second regular session 2020 / First regular session 2021	Management continues to prioritize efforts to address the “main” recommendations in the 2018 report of the United Nations Board of Auditors (UNBOA) for UNICEF. The recommendations identify the areas of improvement that pose the highest risk to the achievement of results by UNICEF. UNICEF is pleased to report that it has completed implementation of all 12 “main” recommendations contained in the 2018 report. Five of the implemented recommendations have been confirmed as “closed” in the 2019 UNBOA draft report. UNICEF has requested review and closure of the remaining 7 recommendations, which are fully implemented.	Completed
	Para 5. Also requests UNICEF to take all necessary measures, including the capacity-building of implementing partners, to ensure the full implementation of the principles and processes stipulated in the Harmonized Approach to Cash Transfers (HACT) in all its country offices and regional offices.	First regular session 2021/ First regular session 2022	UNICEF has since discussed these with UNBOA and these are now considered implemented.	Completed
2020/7 Private Fundraising and Partnership: 2020 workplan and	Para 1: Notes the high, medium and low revenue scenarios for 2020, as shown in table 3 of document <a href="#">E/ICEF/2020/AB/L.1</a> ; Para 2: Approves a budget for special purpose activities of \$151.4 million from regular resources, comprising \$85 million for investment funds and \$66.4 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$59.9 million based on the medium scenario in table 3; Para 3: Authorizes UNICEF (a) To redeploy resources between the various regular resources budget lines (as detailed in paragraph 1, above), up to			n/a

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proposed budget	a maximum of 10 per cent of the amounts approved; (b) To increase or decrease expenditures up to the levels indicated in columns I and III of table 3 of document <a href="#">E/ICEF/2020/AB/L.1</a> should the apparent revenue from fundraising increase or decrease to the levels indicated in columns I and III; (c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2020 approved workplan;			
	Para 4: Encourages the Executive Director to identify and respond to new market opportunities, should they arise, between Executive Board sessions and to notify the Board accordingly;	Second regular session 2021	UNICEF is continuously exploring and responding to new market opportunities when and where they arise. The details will be reported on at the second regular session in 2021.	Completed
	Para 5: Approves an interim one-month allocation for January 2021 of \$15.1 million (or 10 per cent of the special purpose regular resources allocation of \$151.4 million), to be absorbed in the annual Private Fundraising and Partnerships budget for 2021;			n/a
	Para 6: Notes with appreciation that UNICEF will present a full report on the implementation of the Private Sector Plan 2018–2021: IMPACT for Every Child at the second regular session of 2020.	Second regular session 2020		Completed
<b>Annual session, 29 June–2 July 2020</b>				
<a href="#">2020/8</a> Report on the midterm review of the UNICEF Strategic Plan, 2018–2021 and annual report for 2019 of the Executive Director of UNICEF	Para 1: Takes note of the report on the midterm review of the UNICEF Strategic Plan, 2018–2021 and annual report for 2019 of the Executive Director of UNICEF, as well as the proposed revised results framework for the UNICEF Strategic Plan, 2018–2021; the report on the implementation of the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2018–2021; the report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the report on the implementation of the common chapter of the Strategic Plans, 2018–2021 of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); lessons learned; and the data companion and scorecard, and decides to transmit the reports to the Economic and Social Council, along with a summary of the comments and guidance of the Executive Board;			n/a
	Para 2: Notes with appreciation the UNICEF response to COVID-19 in line with United Nations system-wide efforts and requests UNICEF to provide an update on its work and contribution to the system-wide effort at the global, regional and country levels to address the impact of the pandemic on children and on its	Second regular session 2020	UNICEF provided an update on its contribution to the global COVID-19 response as part of the opening statement of the Executive Director at the second regular session of 2020.	Completed

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	operations and programmatic activities, beginning with the second regular session of 2020;			
	Para 3: Calls for UNICEF to ensure the delivery of the objectives of the Strategic Plan, 2018–2021 in the context of the COVID-19 crisis, and to continue to work as part of a coordinated international response, with a focus on supporting programme countries to build back better while mainstreaming environmentally sustainable policies in its operational activities, leaving no one behind;		<p>UNICEF continued to pursue the milestones and targets set in the Strategic Plan, 2018–2021 in the context of the COVID-19 pandemic and leverages its dual mandate across humanitarian and development action to ensure that while saving lives, the response also supports efforts to build back stronger systems and services for children. This contributed towards a world that is resilient to future pandemics and other crises, including those resulting from climate change. UNICEF also worked in close coordination with the United Nations system across all aspects of the COVID-19 response and recovery. On 21 January 2021, in an informal briefing for the Executive Board, UNICEF provided an update on its COVID-19 response as well as an overview of the strategic repositioning of the UNICEF response towards COVID-19 and the way forward.</p> <p>At the annual session of 2021, UNICEF presented the draft Strategic Plan, 2022–2025, which builds further on the lessons learned from the Strategic Plan, 2018–2021 and the COVID-19 response. UNICEF has also now published the final annual report on the 2018-2021 Strategic Plan, including details of its COVID-19 response in the context of the Strategic Plan’s implementation.</p>	Completed
	Para 4: Takes note of the results achieved at mid-point, and requests UNICEF to accelerate efforts, while recognizing that the impact of COVID-19 on the implementation of the Strategic Plan, 2018–2021 during its second half is unknown;		<p>UNICEF continues to pursue the milestones and targets set in the Strategic Plan, 2018–2021 as well as the areas identified for acceleration as part of the midterm review process. On 21 January 2021, in an informal briefing for the Executive Board, UNICEF provided an update on its COVID-19 response as well as an overview of the strategic repositioning of the UNICEF response towards COVID-19 and the way forward.</p> <p>At the annual session in June 2021, UNICEF presented its 2020 results in the annual report for 2019 of the Executive Director of UNICEF and its annexes. The results from 2020 demonstrate that UNICEF has continued to deliver and, indeed, within the context of COVID-19, has responded to the midterm review with an acceleration of efforts in key areas.</p>	Completed

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	Para 5: Notes the priority of UNICEF to accelerate the mainstreaming of action on climate change, and requests UNICEF to report to the Executive Board in the annual report of the Executive Director on its operational and programming targets, corresponding efforts and results, including through its environmental and social safeguards, to make its programmes and operations consistent with climate resilience and low-carbon development as outlined in the revised results framework for the UNICEF Strategic Plan, 2018–2021;	Annual session 2021	<p>UNICEF will continue to reinforce environmental sustainability and climate resilience in its programming in multiple sectors, such as health and water, sanitation and hygiene (WASH). Several indicators were introduced in the revised results framework of the Strategic Plan, 2018–2021 to measure UNICEF programmatic efforts. The midterm review of the Strategic Plan, 2018–2021 provided an opportunity for UNICEF to align its emission reduction targets with those set by the Secretary-General. UNICEF will report on these programmatic and operational efforts, as well as on progress on the development of environmental and social safeguards policy, in the annual report for 2020 of the Executive Director of UNICEF, and relevant annexes.</p> <p>UNICEF has further mainstreamed and integrated reporting on climate action in its 2020 annual reporting and has included it in the Strategic Plan, 2022–2025: draft for review to ensure that climate action is further integrated across its work in future years.</p>	Completed
	Para 6: Takes note with appreciation of the clear and active commitment of UNICEF to building a positive work culture in response to the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority and the addition of the fifth “enabler” on organizational culture to the Strategic Plan to institutionalize accountability;			n/a
	Para 7: Urges UNICEF to improve progress towards the partially met outputs of the Strategic Plan, 2018–2021, including in the areas of education, HIV/AIDS and child poverty, and requests UNICEF to analyse and assess the targets set for the outputs of the Strategic Plan, 2018–2021, especially those which have consistently been under- and over-achieved, and present the findings to the Executive Board in the context of consultation on the Strategic Plan, 2022–2025, including by factoring in the challenges of the existing strategies to reflect new and revised strategies for achieving its outputs;	First regular session 2021 / Annual session 2021 / Second regular session 2021	The Strategic Plan, 2022–2025: draft for review was presented at the 2021 annual session, based on a detailed analysis of UNICEF performance across its full spectrum of result areas. It presented a very different model of theory of change and different configuration of strategies and enablers to respond to that analysis.	Completed

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	Para 8: Requests UNICEF to take into account the lessons learned from the first two years of implementation of the Strategic Plan, 2018–2021, as well as from its previous strategic plans;	First regular session 2021 / Annual session 2021 / Second regular session 2021	The midterm review of the current Strategic Plan provides a wealth of material to inform the development of the next Strategic Plan, including the identification of areas for acceleration in order to “bend the curve” with respect to achieving related Sustainable Development Goals targets. UNICEF continues to take into account those lessons learned as well as those from the previous strategic plans and ongoing evaluations/studies. These lessons learned and others developed through the situational analysis phase of the new Strategic Plan have ensured it takes into full account lessons learned from 2018–2020.	Completed
	Para 9: Takes note with appreciation of the course of action proposed in the midterm review of the Strategic Plan, 2018–2021, and requests UNICEF to start preparations early for the Strategic Plan, 2022–2025, in full consultation with the Executive Board, taking into account the lessons learned from the midterm review, the joint report on the evaluability assessment of the common chapter, dated 30 March 2020, and the outcome of the 2020 quadrennial comprehensive policy review for development of the United Nations system, and also requests UNICEF to ensure a participatory and timely process for the development of the Strategic Plan, 2022–2025, with sufficient time for all Member States to consult and to provide feedback on draft versions of the Strategic Plan, and to provide an indicative timetable at the second regular session of 2020;	Second regular session 2020	UNICEF started working on the UNICEF Strategic Plan, 2022–2025 in 2020, and has already held a number of formal and informal engagements with members of the Executive Board and other Member States on the process for its development. The first in the comprehensive series of proposed formal and informal engagements, building on the lessons learned during the midterm review as well as the findings of the joint report on the evaluability assessment of the common chapter, was an informal briefing held on 20 August 2020. Subsequently, the second regular session of 2020 provided another opportunity for engagement, as well as two workshops with the Executive Board in December: one on 9 December 2020 and another jointly with UNDP, UNFPA and UN-Women on 15 December 2020. The first regular session of 2021 will provide the latest in this series of consultations, with the presentation of an updated road map, anticipated by an informal briefing on 27 January. The Strategic Plan development process is informed by the outcome of the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system, and UNICEF has conducted a detailed analysis of the content of the resolution in order ensure that, where applicable, it is operationalized through the new Strategic Plan.	Completed
	Para 10: Welcomes UNICEF progress towards achieving the outputs of the Strategic Plan, 2018–2021, and encourages UNICEF to further accelerate progress on the agreed commitments and mandates under the United Nations		The Strategic Plan, 2022–2025 presented to the Executive Board at its 2021 annual session was endorsed. All of the operational paragraphs and mandates in the 2020 QCPR have been systematically analysed and integrated as applicable into the Strategic Plan, 2022–2025, including those related to the Funding Compact. UNICEF also worked proactively with other agencies	Completed



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	development system reform, including the funding compact and General Assembly resolutions on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in the remaining period of the Strategic Plan, 2018–2021;		to harmonize, where possible, the integration of the QCPR into the Strategic Plan and its annexes (including the results framework).	
	Para 11: Takes note with appreciation of the UNICEF commitment to United Nations development system reform and encourages UNICEF to continue to work closely with United Nations entities, under the leadership of resident coordinators and within United Nations country teams, as well as with relevant stakeholders and other development partners, to support country efforts towards the Sustainable Development Goals through the United Nations Sustainable Development Cooperation Framework;		UNICEF has continuously updated the Executive Board on its support to the UNDS reform through a dedicated UNDS information note presented at every Board session.	Completed
	Para 12: Requests UNICEF to accelerate its efforts to implement the common chapter, together with UNDP, UNFPA and UN-Women, including by developing the necessary tracking framework within the respective integrated results and resources frameworks of their current strategic plans, following the recommendations of the joint report on the evaluability assessment of the common chapter, dated 30 March 2020, and in the context of the repositioning of the United Nations development system, as laid out in General Assembly resolution 72/279, and also requests UNICEF to present a joint update on progress to the Executive Board at the second regular session of 2020;	Second regular session 2020	UNDP, UNFPA, UNICEF, and UN-Women have jointly developed a tracking framework for the common chapter within the existing Integrated Results and Resources Frameworks of their respective strategic plans. Examples of this tracking framework were presented during the joint update on progress towards implementing the common chapter of the Strategic Plans 2018–2021 of UNDP, UNFPA, UNICEF and UN-Women on 26 August 2020. The common chapter tracking framework follows results-based management principles and has been informed by the relevant findings from the common chapter evaluability assessment. The joint update also provided updates on the other areas of the joint work towards the six areas identified in the common chapter.	Completed

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	Para 13: Notes that UNICEF needs to scale up the implementation of its funding compact commitments, many of which are set for 2021, and requests UNICEF to continue the practice of providing a written update and informal briefing in the context of the structured funding dialogues, prior to the second regular session of 2020, on how the outcomes of the midterm review of the Strategic Plan, 2018–2021 relate to the effective implementation of the funding compact in the remaining period of the Strategic Plan, 2018–2021.	Second regular session 2020	The informal briefing on the structured funding dialogue took place on 18 August 2020. The structured funding dialogue paper and the reporting on the funding compact have been shared with the Executive Board.	Completed
2020/9 Annual report on UNICEF humanitarian action	Para 1: Takes note with appreciation of the annual report on UNICEF humanitarian action and welcomes the outlined efforts and planned measures to further improve the quality and reach of UNICEF humanitarian efforts, including in response to the lessons learned outlined in the midterm review of the UNICEF Strategic Plan, 2018–2021;			n/a
	Para 2: Also takes note with appreciation of the increased focus of UNICEF on the most vulnerable children in humanitarian response, and requests UNICEF to report on its efforts in this regard, as well as on taking into account the specific needs of girls and boys and the promotion of gender equality in humanitarian response as outlined under its own Strategic Plan, 2018–2021, within its annual report on UNICEF humanitarian action;	Annual session 2021/ Annual session 2022	UNICEF continues to strategically position and enhance internal operations for the promotion of gender equality impact in its humanitarian response. In 2020, UNICEF launched the revised Core Commitments for Children in Humanitarian Action (CCCs) with inaugural gender equality commitments and benchmarks that provide an organizational road map for collective and accountable actions across the organization. The COVID-19 pandemic simultaneously provides UNICEF with an opportunity to live these commitments in its global response, which has led to a number of real-time organizational adaptations and results including: (a) mandatory collection, reporting and use of sex- and age-disaggregated data; (b) increased funding for quality programming across sectors that address identified gender inequities, including gender-based violence; and (c) regular accountability of senior management in routine gender equality reviews as part of COVID-19 Emergency Management Team discussions.  In 2021, UNICEF will also advance (a) documentation and reporting on the scale of its formal partnerships with organizations and networks advancing women and girls' rights;	Completed

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			(b) capacity development, tools, and technical assistance to country programmes to model its CCC gender equality commitments, including via the EMOPS Emergency Response Team and gender network human resources; and (c) use of the gender equality CCC commitments to shape priorities in the new Strategic Plan and Gender Action Plan, as well as the revised gender policy. UNICEF-led clusters and Areas of Responsibility (AoR) continued to spearhead gender and GBV risk mitigation integration into their work. For the Humanitarian Needs Overview and Humanitarian Response Plan 2021, national coordination groups have been supported through webinars and bilateral support to integrate GBV risk analysis and GBV risk mitigation as per the ED Fore's commitment to integrate GBV risk mitigation into HNO-HRP in all UNICEF-led clusters/AoR.	
	Para 3: Encourages UNICEF to intensify efforts to provide quality education in humanitarian settings in light of the current learning crisis, including through the use of innovations and technologies.	recurring	As part of the COVID-19 education response, UNICEF is focusing on ensuring that quality education is delivered through alternative delivery mechanisms and introducing innovative solutions to reach the children, particularly the most marginalized, children with disabilities and girls, whose learning has been disrupted, including in humanitarian situations.	Completed
2020/10 Country programme documents	Para 1: Takes note that the country programme documents, including aggregate indicative budgets, for Ethiopia and South Africa ( <a href="#">E/ICEF/2020/P/L.7</a> and <a href="#">E/ICEF/2020/P/L.8</a> ) were made available to Member States for their comments and input from 6 to 24 April 2020, in accordance with Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;  Para 2: Approves on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Ethiopia and South Africa ( <a href="#">E/ICEF/2020/P/L.7</a> and <a href="#">E/ICEF/2020/P/L.8</a> ).			n/a
2020/11 Extensions of ongoing country programmes	Para 1: Takes note of the first one-year extension of the country programme for Algeria and the first two-month extension of the country programme for Côte d'Ivoire, both of which were approved by the Executive Director and are presented in table 1 of document <a href="#">E/ICEF/2020/P/L.9</a> ;  Para 2: Approves the three-month extension of the country programme for the Syrian Arab Republic, following two previous one-year extensions and one nine-month extension, as presented in table 2 of document <a href="#">E/ICEF/2020/P/L.9</a> .			n/a
2020/12 Evaluation reports and management responses	Para 1: Takes note of the following documents presented to the Executive Board at the annual session of 2020: (a) Annual report for 2019 on the evaluation function in UNICEF ( <a href="#">E/ICEF/2020/12</a> ) and its management response ( <a href="#">E/ICEF/2020/13</a> ); (b) Evaluation of the UNICEF Gender Action Plan, its summary ( <a href="#">E/ICEF/2020/14</a> ) and its management response ( <a href="#">E/ICEF/2020/15</a> );			n/a

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	<p>Para 2: Also takes note of the increase in overall evaluation expenditure to 0.86 per cent of total programme expenditure in 2019;</p> <p>Para 3: Takes note with concern of the substantial regional differences with regard to expenditures, requests UNICEF to increase the number of evaluations submitted per year by country offices in regions with low submission rates compared with other regions, recalls its decisions 2018/10 and 2019/14 and requests UNICEF to accelerate efforts to reach the target of 1 per cent by the end of 2020 without compromising the quality of evaluations;</p>	<p>Second regular session 2020</p>	<p>There continues to be variances in evaluation expenditure at regional level. For 2021, evaluation spending at the decentralized level was at 1.24 per cent, 0.98 per cent and 0.76 per cent for East Asia and the Pacific, Europe and Central Asia and Eastern and Southern Africa, respectively, while for Latin America and the Caribbean, the Middle East and North Africa, South Asia, West and Central Africa and headquarters expenditure was 1.01 per cent, 1.08 per cent, 1.36 per cent, 0.69 per cent and 0.70 per cent, respectively. Compared with previous years, all regions improved their evaluation spending. Of note were the improvements in evaluation spending in the Middle East and North Africa region, where a significant part of the UNICEF programme is on the humanitarian response.</p> <p>In 2022, there was an increase of about 12 per cent in the number of evaluation submissions, while geographical coverage remained at approximately the same level as in 2021. Building on the momentum from previous years, the evaluation function produced the highest number of submissions on record. Submissions increased significantly in the East Asia and the Pacific, Latin America and Caribbean and West and Central Africa regions. In the latter, however, there were several country reports of multi-country evaluations – also true to a lesser extent in the Latin America and Caribbean region. While the Middle East and North Africa and Europe and Central Asia regions submitted the same number of evaluative products as last year, there was a slight decline in the Eastern and Southern Africa region, and a significant reduction in the South Asia region, as well as at headquarters.</p> <p>Performance on expenditure reported as evaluation declined significantly in 2022 compared with 2021. Variations in evaluation expenditure continue to occur at regional level. One region, East Asia and the Pacific, met the 1 per cent target, while Latin America and Caribbean and Middle East and North Africa came close to the target, with 0.9 per cent and 0.8 per cent, respectively, of programme expenditure spent on activities</p>	<p>Completed</p>

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			<p>reported as evaluations. All other regions, including headquarters, were around the 0.5 per cent mark. UNICEF management will address this aspect of organizational responsibility for adequate and predictable resourcing for the evaluation function in their management response to the 2022 annual report of the evaluation function.</p> <p>It is noteworthy that even though there have been increases in both evaluation submission and expenditure across regions, evaluation quality has remained high. During 2021, a total of 154 evaluations were independently assessed by an external firm using GEROS. Nine evaluations (6 per cent) were rated “exceptional”, 81 (53 per cent) were rated “highly satisfactory” and 62 (40 per cent) were “satisfactory”. Only two evaluations (1 per cent) were rated “fair”. No evaluations received a grade of “unsatisfactory”, a positive trend that has continued since 2016. While evaluation quality remained consistently high in the 2019–2021 period, a reduction was recorded in 2022. Of the 174 evaluations that were independently assessed by an external firm using GEROS, 10 were rated “exceptional”, compared with 9 in 2021; 34 were “highly satisfactory”, compared with 81 in 2021, and 98 were “satisfactory”, compared with 62 in 2021. Thirty-two evaluations were rated “fair”, compared with two in 2021. No evaluation received a grade of “unsatisfactory”, a positive trend that has continued since 2017. However, this downward trend in quality is largely due to a stricter assessment framework introduced in 2022 and piloted by a new external firm contracted to assess UNICEF evaluation reports. Tightened quality assessment will help to ensure that all evaluations progressively meet higher standards and that the function continues to improve.</p> <p>The evaluation function will focus on improving sections of the evaluation report, such as the executive summary, lessons learned and evaluation principles, which have not performed as well as other sections of the report. The Evaluation Office will also strengthen the quality assurance mechanisms that are in place at the centralized and decentralized levels so that evaluation quality continues to improve.</p>	

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			The Evaluation Office continues to monitor expenses and funds utilization for evaluation and regularly informs management of trends so that it might take action to address underinvestment in evaluation. In this regard, under the revised evaluation policy of UNICEF (2023), endorsed by the Executive Board at the second regular session of 2023, additional measures will be taken to strengthen the frequency and depth of linkages between the Evaluation Office and regional directors so that the regional directors can likewise be aware of which country offices should be encouraged to increase their investment in evaluation.	
	Para 4: Takes note of the delayed implementation of evaluation management-response actions, notably at headquarters, and calls upon UNICEF to accelerate their implementation across all regions;		<p>There is marginal variation in the pace of implementation of management response actions for evaluations completed between 2019 and 2021. Across UNICEF, implementation of management response actions for evaluations completed in 2019 is currently at 91 per cent (64 per cent completed and 27 per cent under way), while only 9 per cent of actions have not yet started. For evaluations done in 2020, implementation is at 92 per cent (58 per cent completed and 34 per cent under way).</p> <p>During the period under review, implementation of management response actions was delayed due to the COVID-19 pandemic. However, this alone cannot singularly account for all the delays in management response action implementation. To address the challenges being faced in the implementation of management response actions, the Evaluation Office will be commissioning a review of current management response processes and the follow-through on them in order to identify the bottlenecks and put in place mechanisms to expedite the delivery of management responses and related actions. The review will identify what needs to be done to ensure our evaluations are consistently yielding maximum return on the investment in the function – whether these areas of improvement are on our side (for example, in the form of more robust recommendations or better evaluation rollout processes), on the management side (for example, through improved management response quality or more systematic implementation monitoring), or some combination of these levels.</p> <p>In addition, the draft revised evaluation policy slated for presentation to the Executive Board at the annual session of 2023</p>	Completed

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			<p>contains significant measures to strengthen the monitoring of management response implementation and reporting on such implementation at a more granular level. If approved, and if consistently implemented throughout the organization, the revised policy will help to strengthen this area significantly so as to ensure that every evaluation results in concrete and meaningful action.</p> <p>The Evaluation Office, through its Evidence Information Systems Integration (EISI) software platform, continues to send reminders to offices of the status of management responses. In addition, the revised evaluation policy of UNICEF (2023) commits the organization to strengthening its management response processes such that the recommendations of each and every evaluation are meaningfully implemented, and that such implementation is monitored and enforced more closely.</p>	
	Para 5: Encourages UNICEF to continue to strengthen evaluation capacity at the regional and country levels;		<p>To increase evaluation capacity across the evaluation function, the roll-out of the blended evaluation learning course gathered pace. The Evaluation Office, in collaboration with Lee Kuan Yew School of Public Policy, National University of Singapore, designed a two-week, face-to-face Executive Course for Evaluation Leaders to be delivered to about 250 partners and 150 UNICEF staff. In May 2022, the Evaluation Office, regional evaluation advisers, and regional and country office evaluation specialists participated in a validation workshop in Berlin to review and validate the draft course curriculum for an evaluation blended learning. In addition, UNICEF is also placing evaluation specialists in all offices with a programme budget of \$100 million or more. This is in addition to the multi-country evaluation specialists who have already been recruited.</p> <p>In addition to these measures, the evaluation function has undertaken measures to strengthen the capacity of its existing evaluation staff. These include a range of topical webinars, development of methods briefs, institution of regular whole-of-function meetings across the three levels of the organization, inclusion of skills-building activities at the Global Evaluation Meeting in November, and provisions of professional development opportunities (stretch assignments, conference</p>	Completed

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			attendance). Since June 2023, the Evaluation Office has delivered three more Executive Course for Evaluation Leaders workshops, benefiting approximately 50 additional senior government partners across 30 countries from 3 different regions, bringing the total to 7 cohorts since October 2022 for over 100 government partners. The Evaluation Office will continue to roll out these workshops, expanding them to French-, Spanish- and Portuguese-speaking countries in 2024.	
	Para 6: Takes note of the importance of the Evaluation Pooled Fund for evaluation capacity development and the decentralized management of evaluations and encourages UNICEF to incorporate the Evaluation Pooled Fund into the integrated budget of the next UNICEF strategic plan to ensure, together with the allocation of other resources, the continuous funding of the evaluation function;	Second regular session 2021		Completed
	Para 7: Recognizes the unprecedented challenges posed by the COVID-19 pandemic and encourages UNICEF to commission different kinds of evaluative work that contribute to evidence on the effect of COVID-19 on the programmatic work of UNICEF and that enable adaptive programme management and organizational learning;		In response to the challenges posed by COVID-19 and the need for evaluative evidence for managers to aid decision making, the evaluation function commissioned various rapid evaluative exercises. These exercises included Real-Time Assessments, After Action Reviews, community rapid assessments and Syntheses. These exercises were early, rapid and light-touch exercises and sought to provide evaluative evidence in a timely manner. These exercises were conducted without significantly compromising the independence of work done by the evaluation function across all levels of UNICEF. While these exercises added to the repertoire of tools that the evaluation function can deploy in evidence generation they should not be seen as replacements for the independent evaluations that are produced by the function.	Completed
	Para 8: Acknowledges the conclusions reached by the evaluation offices of UNICEF, the United Nations Development Programme, the United		UNDP, UNFPA, UNICEF and UN-Women jointly developed a draft tracking framework utilizing indicators within the results frameworks of the respective strategic plans. Examples of the draft tracking framework were presented during the joint update	Completed



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	Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in their evaluability assessment of the common chapter and requests management, in consultation with the independent evaluation offices, to develop the necessary tracking framework within the respective integrated results and resources frameworks of their current strategic plans, following the recommendations of the joint report on the evaluability assessment of the common chapter, dated 30 March 2020;		of UNDP, UNFPA, UNICEF, and UN-Women on progress toward implementing the common chapter on 26 August 2020. The common chapter tracking framework follows results-based management principles and has been informed by relevant findings of the evaluability assessment of the common chapter. The tracking framework was presented to the respective Evaluation Offices in September 2020, and adjustments were made based on their feedback, including the addition of baselines, milestones and targets for the indicators identified for this purpose. The tracking system uses relevant Sustainable Development Goals indicators to reflect results at outcome level; illustrates collaborative efforts using agency specific outputs based on the theories of change and comparative advantages of individual agencies; identifies output-level indicators from each agency's strategic plan results framework to reflect contributions of the respective agency in each of the six areas of collaborative advantage; and selects agency-specific organizational effectiveness and efficiency indicators to measure collaboration under the United Nations reform. UNICEF has been consulting with its Evaluation Office on the development of the draft tracking framework, which was shared with the UNICEF Executive Board on 4 December 2020 in advance of the first regular session of 2021.	
	Para 9: Welcomes the UNICEF management response to the evaluation of the UNICEF Gender Action Plan and notes with appreciation the UNICEF commitment to increase accountability and the mainstreaming of gender throughout the organization for improved gender-equality results;			n/a
	Para 10: Requests UNICEF to report to the Executive Board at the annual session of 2021, within existing reporting mechanisms, on the organization's sustained efforts to strengthen its gender-related expertise at the country level;	Annual session 2021	An annual update on the UNICEF Gender Action Plan was submitted to the Executive Board at the 2021 annual session. Gender-related indicators identified in the UNICEF Gender Action Plan were also presented in the annual report on the implementation of the UNICEF Gender Action Plan, 2018–2021 (with its accompanying Data Companion and Scorecard). This mandatory progress report on the implementation of the Gender Action Plan was presented to the Executive Board at the same time as the annual report for 2020 of the Executive Director of UNICEF. It captured progress in both programmatic and institutional results on gender equality. Included in the report was an update on the efforts to improve gender expertise and capacity at the country level. Based on	Completed

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			<p>findings from the 2019–2020 strategic review of its gender capacity-building and credentialing initiatives, UNICEF drafted a new Organization Learning Plan for Gender Equality (2021–2025). The Learning Plan outlines three learning priorities and three system-level priorities that will help UNICEF meet its stated commitments to gender equality in programmes and in the workplace. The three learning priorities include: (a) enhancing the existing GenderPro eLearning Platform on Agora and regional platforms for programme specialists and emergency specialists; (b) building competencies and value-based learning opportunities for all programme staff (e.g. sector specialists, gender focal points, etc.) who work in development and humanitarian settings; and (c) facilitating gender learning for senior leadership to create a broader enabling environment to achieve gender results. The primary learners are UNICEF staff; however, almost all capacity-building and credentialing assets will also be made available to UNICEF implementing partners and national Governments.</p> <p>UNICEF is advancing gender expertise and capacity at country level in the following ways:</p> <ul style="list-style-type: none"> <li>• Integrated gender training modules into the revised five-day Policy, Planning, and Procedures (PPP) training that regional and country offices convene regularly for all their staff.</li> <li>• Integrated gender modules into the Results-Based Management (RBM) training required of senior leadership.</li> <li>• Launch of two new gender credential exams: (a) Gender credential exam for all programme staff; and (b) Technical gender credential exam for Gender Focal Points (GFPs).</li> <li>• Facilitation of gender learning series that covered gender-responsive programming, advocacy, and monitoring and evaluation during COVID-19 response. These engaged more than 1200 staff globally.</li> <li>• Since the launch of the GenderPro initiative, UNICEF trained gender focal points in 75 percent of country offices.</li> <li>• Developed an adapted version of the “I Know Gender” training with UN-Women which will be mandatory for all UNICEF staff from 2022.</li> <li>• With support of the Bill and Melinda Gates Foundation, UNICEF strengthened gender capacity internally and created two</li> </ul>	

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			<p>first-of-their-kinds public goods for all gender and development professionals: the GenderPro Capacity Building Programme and GenderPro Global Credential. Nevertheless, while UNICEF continues to strengthen its gender expertise at country level, including through building gender capacity, the pace remains slow. For example, although 33 country offices have at least one dedicated gender specialist (up from 30 in 2019), that number still represents only about one third of all country offices. Similarly, there are only 17 sectoral gender specialists at the country level, an increase of 3 from 2019, but representing just 13 per cent of all offices. Ongoing attention and dedicated resources are needed to ensure that UNICEF improves gender expertise at country level and that gender focal points receive more consistent support and training.</p>	
			<p>Para 11: Notes with appreciation the commitment of UNICEF to a transformative approach to gender programming in line with its mandate and in collaboration with national authorities.</p>	n/a
<p>2020/13 Report on the midterm review of the UNICEF integrated budget, 2018–2021</p>	<p>Para 1: Takes note of the midterm review of the UNICEF integrated budget, 2018–2021, presented in response to the request of the Executive Board in its decision 2017/14; Para 2: Approves the revised integrated resource plan as the financial framework for the UNICEF Strategic Plan, 2018–2021, based on projections of resources available, utilization and working capital required for liquidity; Para 3: Notes and approves the proposal made by UNICEF for the following budgets: (a) For the Global and Regional Programme, an increase in the approved budget from regular resources from \$220.0 million to \$243.5 million, subject to the availability of resources, and an increase in the ceiling from other resources from \$810.2 million to \$930.1 million, subject to the receipt of contributions to other resources, for 2018–2021; (b) An appropriation for the institutional budget for the period 2018–2021 of \$2.3 billion to cover the costs of development effectiveness, United Nations development coordination, management activities and, within special purpose activities, capital investments, noting that the revised projected funding for the appropriation is \$1.0 billion from regular resources and \$1.3 billion from cost recovery from other resources; (c) In addition to the appropriation of \$2.3 billion, the projected funding for the institutional budget of \$134.0 million from other resources for development effectiveness and United Nations development coordination, subject to the receipt of contributions to other resources; Para 4: Notes, within special purpose activities, the projected utilization of resources for: (a) The amounts required in accordance with the UNICEF Financial Regulations and Rules to defray the costs of the administration by UNICEF of special accounts on behalf of others, including procurement services and the Office of the Special Representative of the Secretary-General on Violence against Children; (b) Private sector fundraising, for which budgets will be submitted annually for consideration and approval by the Executive Board at its first regular session;</p>			n/a

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	Para 5: Requests the Executive Director to: (a) Provide actual financial information, following the format of the integrated resource plan, and assess performance against the integrated budget in her annual report to the Executive Board; (b) Submit to the Executive Board for approval annually at its second regular session an updated integrated resource plan, following review of the financial projections on which the plan is based;	Annual session 2021 / Second regular session 2021	Item (a) is addressed on an annual basis in the annex to the annual report of the Executive Director of UNICEF. Item (b) is addressed on an annual basis in the UNICEF Strategic Plan: updated financial estimates document submitted to the Executive Board at the second regular session. An updated integrated resource plan for the period 2022–2025 was submitted at the second regular session of 2020.	Completed
	Para 6: Requests UNICEF to include information on imbalances across programmatic and outcome areas as well as Goal Areas as part of existing reporting ahead of the structured funding dialogues at the second regular session of 2020 of the Executive Board;	Second regular session 2020	Information on programmatic imbalances (funding gaps) was provided as part of the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021.	Completed
	Para 7: Notes the information provided on the actual implementation of the revised cost-recovery methodology;			n/a
	Para 8: Renews the authority given to the Executive Director to establish additional senior-level positions on an as-needed basis, to be funded from within the approved institutional budget envelope for the planning period, and requests that the Executive Board be informed annually of the number of positions established, in the annual report of the Executive Director;	Annual session 2021/ Annual session 2022	Within the authority given to the Executive Director to establish senior-level positions on an as-needed basis, an additional seven were approved in 2021, and funded from the approved institutional budget envelope	Completed
	Para 9: Notes that a revolving Working Capital Fund under the regular resources sub-account has been established, and will be funded by allocating a portion of the investment revenue as an internal financing mechanism under the regular resources sub-account;  Para 10: Approves that the Executive Director, with the advice of the Comptroller, can advance funds from the revolving Working Capital Fund to offices and divisions for the implementation of country programmes to ensure the continued financing of projects within established risk-management parameters, on the condition that the funds be repaid within the period set;			n/a

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	Para 11: Requests UNICEF to report annually to the Executive Board on the status of the revolving Working Capital Fund in the document entitled “UNICEF Strategic Plan: updated financial estimates”, which is presented to the Executive Board at the second regular session;	Second regular session 2021	The set-up has been completed, with a template/table for reporting on the Working Capital Fund included in appendix G in the annex to the Integrated Budget, 2022–2025. The template/table will serve as a format for use in subsequent reporting in the UNICEF Strategic Plan, 2022–2025: updated financial estimates, to be presented to the Executive Board starting in 2022.	Completed
	Para 12: Also requests UNICEF to provide the Executive Board with the operational guidelines for the fund at the second regular session of 2020 of the Board;	Second regular session 2020	Operational guidelines of the Working Capital Fund were provided at the second regular session of 2020.	Completed
	Para 13: Further requests UNICEF to ensure that the fund is managed effectively and transparently based on best practice from similar mechanisms; that advances from the fund are provided only where there is a high probability of repayment by donors, in line with the current practice; and that the fund does not contribute to a further increase in other resources at the expense of regular resources;	Second regular session 2020  Second regular session 2022	At the second regular session of 2020, as part of the presentation on the updated financial estimates, UNICEF presented high-level Operational Guidelines on how the Working Capital Fund will be managed.  In line with paragraph 14 of this decision, UNICEF will provide a status update at the second regular session of 2022, which will address the Executive Board request, as outlined in paragraph 13. UNICEF will propose changes to the management of the Working Capital Fund if and as needed.	Completed
	Para 14: Requests UNICEF to review at the first second regular session after the first full year of operation of the fund to what extent the fund functions as intended and whether there are any unintended negative consequences of the establishment of the fund;	Second regular session 2022	UNICEF included a financial table as part of the “UNICEF Strategic Plan: updated financial estimates, 2022–2025” document, which was presented at the second regular session of 2022. An assessment of this fund was presented at the second regular session of 2023.	Completed
	Para 15: Also requests UNICEF to integrate into the structured funding dialogue at the second regular session of 2020, in alignment with the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity on Gender Equality and the Empowerment of Women (UN-Women), an update on the impact of	Second regular session 2020	The request was completed and included in the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021.	Completed

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	COVID-19 on UNICEF funding streams in terms of both volume and quality with regard to the extent and thematic focus of the earmarking of funds, taking into account the funding compact;			
	Para 16: Notes with appreciation the efficiency gains and the relative increase in the programmatic budget, while noting the need to continue to ensure the highest quality of programming and requesting UNICEF to ensure adequate investments in corresponding development effectiveness activities.			Completed
<b>Second regular session, 8–11 September 2020</b>				
2020/14 Working methods	Para 1: Takes note with appreciation of the joint paper with concrete proposals for rearranged annual workplans of the Executive Boards for 2021, prepared by the secretariats of the Executive Boards of the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services, the United Nations Children’s Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); Para 2: Approves the proposed shift in items among formal sessions, which seeks to reduce the workload of the second regular session;			n/a
	Para 3: Requests the secretariat to ensure that sufficient time is allotted to each session of the Executive Board and each of their items as well as to the respective informal consultations to enable the Executive Board to exercise its oversight function.		The Office of the Secretary of the Executive Board has instructed UNICEF presenters and other speakers to make their presentations and comments as clear and succinct as possible during the plenary meetings at each of the sessions. In addition, the interventions by UNICEF presenters have been systematically timed, to allow for increased time within the sessions for engagement and interactions between the Member States and the secretariat.  The schedule of the informal consultations has been reviewed with a view to ensuring that for-decision items are presented earlier in a session, as possible, allowing the consultations to also consider any issues that may have come up during the plenary discussion.  Starting with the annual session in 2020, the timetable and organization of work for the session has allowed additional time	Completed

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			for the informal consultations.	
2020/15 Country programme documents	<p>Para 1: Takes note that the country programme documents, including aggregate indicative budgets, for Belarus, Bosnia and Herzegovina, Colombia, Indonesia, Kazakhstan, Serbia and Kosovo (under Security Council resolution 1244 (1999)), Timor-Leste, Turkey, Turkmenistan and Uganda (<a href="#">E/ICEF/2020/P/L.11–E/ICEF/2020/P/L.20</a> and <a href="#">E/ICEF/2020/P/L.18/Add.1</a>) were made available to Member States for their comments and input from 16 June to 8 July 2020;</p> <p>Para 2: Approves on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Belarus, Bosnia and Herzegovina, Colombia, Indonesia, Kazakhstan, Serbia and Kosovo (under Security Council resolution 1244 (1999)), Timor-Leste, Turkey, Turkmenistan and Uganda (<a href="#">E/ICEF/2020/P/L.11–E/ICEF/2020/P/L.20</a> and <a href="#">E/ICEF/2020/P/L.18/Add.1</a>).</p>			n/a
2020/16 Extensions of ongoing country programmes	<p>Para 1: Takes note of the first two-month extensions of the country programmes for Armenia, Azerbaijan, China, Eswatini, Georgia, Malaysia, North Macedonia, Panama, Somalia and Uzbekistan; the five-month extension of the country programme for Argentina, following a previous two-month extension; and the first one-year extensions of the country programmes for Bangladesh, Cameroon, El Salvador, Guinea-Bissau, Libya, Maldives, Mozambique and Oman, all of which were approved by the Executive Director and are presented in table 1 of document <a href="#">E/ICEF/2020/P/L.21/Rev.1</a>;</p> <p>Para 2: Approves the two-month extension of the country programme for Tunisia, following a one-year extension; the two-month extension of the country programme for the Syrian Arab Republic, following two consecutive one-year extensions, a nine-month extension and a three-month extension; the six-month extension of the country programme for Madagascar, following a one-year extension; the one-year extensions of the country programmes for Guatemala and the Bolivarian Republic of Venezuela, both following previous one-year extensions; the two-year extension of the country programme for Burkina Faso; and the two-year extension of the country programme for Yemen, following two consecutive one-year extensions, a two-year extension and a one-year extension, as presented in table 2 of document <a href="#">E/ICEF/2020/P/L.21/Rev.1</a>.</p>			n/a
2020/17 Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021	<p>Para 1: Takes note of the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 (<a href="#">E/ICEF/2020/21</a>);</p> <p>Para 2: Welcomes the efforts made by UNICEF jointly with the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to improve the structured funding dialogues;</p> <p>Para 3: Notes the importance of sufficient and predictable regular resources, which are critical for UNICEF to be able to accelerate programming to meet the child-related Sustainable Development Goals and to equitably reach all children, everywhere, so that they can fulfil their rights;</p> <p>Para 4: Stresses the importance of funding predictability and urges the Member States to prioritize regular resources and multi-year pledges for 2020 and future years, given that reductions in regular resources jeopardize the ability of UNICEF to achieve the results of the UNICEF Strategic Plan, 2018–2021;</p>			n/a
	Para 5: Requests UNICEF to update the Executive Board ahead of the annual session of 2021 and report at the second	Annual session 2021/	An update on how UNICEF will mitigate the effects of potential decreases in regular and other resources was presented at a joint informal briefing, together with UNDP, UNFPA and UN-	Completed

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	regular session of 2021, as part of the structured funding dialogue, on how UNICEF will mitigate the effects of potential decreases in regular and other resources, including the impact on the implementation of the Strategic Plan;	Second regular session 2021	Women, which took place on 7 May, prior to the annual session of 2021.  As reported as part of the structured funding dialogue at the second regular session in September 2021, the year 2020 saw an increase in both regular and other resources. Potential decreases were mitigated through concerted advocacy for both public and private sector fundraising as well as for innovative finance and flexible thematic funding. Reference paragraphs: 11-19, 38, 46-47, and 67-68 in the SFD report: <a href="https://www.unicef.org/executiveboard/documents/SDF-results-unicef-strategic-plan-2018-2021-SRS-2021">https://www.unicef.org/executiveboard/documents/SDF-results-unicef-strategic-plan-2018-2021-SRS-2021</a>	
	Para 6: Recognizes the progress made by UNICEF on entity-specific commitments of the funding compact and requests UNICEF to engage with United Nations development system entities and the United Nations Development Coordination Office in the Office's coordination of a further harmonization of these indicators across the United Nations development system while maintaining their entity-specific relevance;		UNICEF regularly coordinates entity-specific reporting of funding compact commitments with UNDP, UNFPA and UN-Women and participates in discussions lead by the United Nations Development Coordination Office.	Completed (Noted/Ongoing)
	Para 7: Notes the lack of a commonly agreed definition for "joint activities" and requests UNICEF to engage with United Nations development system entities and the United Nations Development Coordination Office in the Office's coordination of the formulation of a system-wide definition of joint-activity expenditures undertaken by the United Nations development system entities that accurately reflects the cooperation taking place among United Nations development system entities on joint development activities;		A joint paper (UNICEF, UNDP, UNFPA and UN-Women) was developed regarding options for a way forward regarding a commonly agreed definition for "joint activities". It was shared with the United Nations Development Coordination Office in September 2021.	Completed
	Para 8: Requests UNICEF to continue to support the full implementation of the	2021	This important work is proceeding under the overall guidance of the United Nations SDG Business Operations Task Team. The	Completed



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	Business Operations Strategy across all United Nations country teams by 2021;		Business Operations Strategy 2.0 has now been developed in 130 out of 131 United Nations country teams (Nicaragua outstanding due to special circumstances). The amount of projected cost avoidance is estimated at approximately US\$434 million over the cycle of five years, starting in 2020/2021.	
	Para 9: Also requests UNICEF to present information on its strategies for and approaches to increasing the level of thematic contributions, as well as the challenges, at the second regular session of 2021.	Second regular session 2021	This information was presented in the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 at the second regular session in 2021, as well as in the informal briefing. Acceleration of flexible funding is a key element of the UNICEF Global Resource Mobilisation Strategy for 2022–2025, which is being developed and which will be available by end 2021.	Completed
2020/18 Evaluation of the UNICEF contribution to education in humanitarian situations, and management response	Para 1: Takes note with appreciation of the evaluation of the UNICEF contribution to education in humanitarian situations, its summary (E/ICEF/2020/19) and conclusions and welcomes its management response (E/ICEF/2020/20);			n/a
	Para 2: Supports UNICEF management in its follow-up and implementation of all recommendations made in the evaluation, in particular with regard to promoting equal education opportunities;			
	Para 3: Requests UNICEF to continue to provide global leadership on education in emergencies, services and supplies and to deepen integrated approaches to promoting girls' and adolescent mothers' education in emergencies and protracted crises and to promoting equitable learning opportunities, gender equality and disability inclusion in and through education efforts;		UNICEF is continuing to provide global leadership on education in emergencies, services and supplies. Gathering global evidence on COVID-19 and education and learning, ensuring that Governments across the world are given the latest and best technical advice on reopening schools, and providing world-leading opportunities for continuing education, promoting equitable learning opportunities, gender equality and disability inclusion throughout its efforts. A keen focus has been given to education of girls and adolescent mothers throughout the work of UNICEF, and particularly within continuing education and reopening of schools, including with the development of the Learning Passport for girls.	Completed (Noted/Ongoing)
	Para 4: Welcomes the advocacy role of UNICEF in prioritizing and increasing funding to education in emergencies, with particular attention to flexible financing to enable the allocation of resources according to the needs of affected regions.			n/a
2020/19 Report of the Ethics Office of UNICEF for 2019, and management response	Para 1: Takes note of the report of the Ethics Office of UNICEF for 2019 (E/ICEF/2020/22) and its management response (E/ICEF/2020/23);			n/a
	Para 2: Also takes note of the comprehensive implementation of recommendations with regard to the Conflict of Interest and Financial Disclosure Programme and welcomes the achievement of a 100 per cent compliance rate;			
	Para 3: Requests UNICEF to provide sufficient resources to the Ethics Office based on the assessment of the level of		Additional resources have been allocated to the Ethics Office for post and non-post costs.	Partially completed/ongoing

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	resources and requests UNICEF and the Ethics Office to continue to report on the adequacy of resources made available to the Ethics Office;			
	Para 4: Takes note of observations made in the report of the Ethics Office for 2019 ( <a href="#">E/ICEF/2020/22</a> ) as well as the report of the Audit Advisory Committee with regard to potential overlaps and duplications within the UNICEF accountability framework and requests UNICEF to present to the Executive Board at the annual session of 2021 a reviewed accountability framework structure clarifying the distinct responsibilities of pertinent UNICEF units and roles.	Annual session 2021/ First regular session 2022	<p>The revision of the UNICEF accountability framework is closely linked to and will reflect key elements of the organizational improvement process.</p> <p>The revision of the Framework will ensure that it is fit for purpose, by clarifying and managing responsibilities and risks. The various elements of accountability will effectively be monitored, communicated, and reported on.</p> <p>UNICEF places accountability and transparency at the forefront of its programme interventions, partnerships and operations.</p> <p>A revised Accountability Framework will be presented to the Executive Board in early 2022.</p> <p>The results/recommendations of the planned 2021 Joint Inspection Unit “Review of accountability frameworks in the United Nations system organizations” will inform UNICEF revision of the accountability framework (timeline to be announced).</p> <p>A revised accountability framework will be presented to the Executive Board in September 2022.</p>	Completed
2020/20 Office of Internal Audit and Investigations 2019 annual report to the Executive Board, and management response	<p>Para 1: Takes note of the UNICEF Office of Internal Audit and Investigations 2019 annual report to the Executive Board (<a href="#">E/ICEF/2020/AB/L.3</a>), its addendum (<a href="#">E/ICEF/2020/AB/L.3/Add.1</a>) and its management response (<a href="#">E/ICEF/2020/AB/L.4</a>) as well as the UNICEF Audit Advisory Committee 2019 annual report to the Executive Board;</p> <p>Para 2: Welcomes the overall opinion of the adequacy and effectiveness of the organization’s framework of governance, risk management and control;</p> <p>Para 3: Also welcomes the conclusion of the external quality assessment of the internal audit function by the Institute of Internal Auditors, which issued its report in November 2019 in which UNICEF received the top rating of general conformance with the International Standards for the Professional Practice of Internal Auditing and with the Institute of Internal Auditors’ Code of Ethics;</p>			n/a
	Para 4: Takes note of the assessment of the Office of Internal Audit and Investigations that its resources are inadequate for the		Management is working with the Office of Internal Audit and Investigations to assess needs and in order to provide additional	Completed

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	fulfilment of its mandate and requests UNICEF to ensure adequate resources and staffing capacities for the Office;		resources on an ongoing basis.	
	Para 5: Encourages UNICEF to work with the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme and agree on harmonized definitions and reporting for audit and investigation matters and, where applicable, to provide the Executive Board with a more coherent overview of findings and results.		In response to Executive Board decisions 2020/20 and 2021/12 requesting UNICEF to work with other United Nations funds and programmes to harmonize definitions and reporting for audit and investigation matters, OIAI has agreed with the audit and investigation offices of UNDP, UN-Women, UNOPS and UNFPA to harmonize language for the overall audit opinion, criteria for the opinion, the statement of independence and conformance to professional standards, and various charts and tables setting out elements of office activity, which have been incorporated into this report. Additional opportunities for harmonization among the United Nations funds and programmes will be considered in 2022.	Completed
2020/21 Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse; the Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of Internal Audit and Investigations; and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority (E/ICEF/2020/24);	Para 1: Takes note of the report on the update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse; the Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of Internal Audit and Investigations; and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority (E/ICEF/2020/24);  Para 2: Takes note with appreciation of the update provided by UNICEF on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse; the Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of Internal Audit and Investigations; and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority, and notes with appreciation the increasing inter-agency cooperation;  Para 3: Notes progress made and the need for continued effort and focus on preventing and taking immediate action on tackling sexual exploitation, abuse and sexual harassment, including ensuring that policies and procedures deliver impact and are resourced sufficiently, and that proposed actions are implemented at the country, regional and global levels;			n/a
Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of	Para 4: Requests UNICEF to continue to take action to ensure a victim-centred, system-wide and coherent approach at all levels to prevent and tackle sexual exploitation and abuse and sexual harassment, while leveraging its mandate, and to address the increased risk of sexual exploitation and abuse and sexual	Annual session 2021	UNICEF updated the Executive Board in June 2021 as requested.	Completed (Noted/Ongoing)

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Internal Audit and Investigations; and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority	harassment during the COVID-19 response and recovery;			
	Para 5: Also requests UNICEF to continue to provide updates to the Executive Board on how UNICEF is preventing and responding to sexual exploitation and abuse and sexual harassment in its policies, procedures and operations at all levels, taking into account the recommendations from the independent review;	Annual session 2021	UNICEF updated the Executive Board in June 2021 as requested.	Completed (Noted/Ongoing)
	Para 6: Encourages UNICEF to give the same level of consideration to all the issues raised in the 2019 report of the Independent Task Force and requests UNICEF to highlight in particular its actions taken in implementing the Independent Task Force’s recommendations related to abuse of authority in its next update on this matter at the annual session of 2021;	Annual session 2021	UNICEF updated the Executive Board in June 2021 as requested, with the specific inclusion of actions being taken to address abuse of authority.	Completed
	Para 7: Takes note with appreciation of the establishment of an Internal Task Team on Anti-Racism and Discrimination and requests UNICEF to report to the Executive Board at the annual session of 2021 on the work of this task team and on UNICEF actions to prevent and respond to all forms of discrimination, including racism and racial discrimination, in its policies, procedures and programmes.	Annual session 2021	UNICEF included specific updates related to its work on anti-racism and discrimination in report to the Executive Board at the annual session of 2021. The report was accompanied by a background note titled “Update on UNICEF work towards addressing anti-racism and discrimination”.	Completed
<a href="#">2020/22 UNICEF Strategic Plan: updated financial</a>	Para 1: Takes note of the planned financial estimates for the period 2020–2023 as contained in document <a href="#">E/ICEF/2020/AB/L.7</a> as a flexible framework for supporting UNICEF programmes; Para 2: Approves the integrated resources framework of planned financial estimates for the period 2020–2023, and approves the preparation of country programme expenditure submissions to the Executive Board of up to \$0.88 billion from regular resources in 2021, subject to the availability of resources and the continued validity of these planned financial estimates;			n/a

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estimates, 2020–2023	Para 3: Requests UNICEF to provide annual updates to the Executive Board on the progress of funding its reserves for staff liabilities;	Second regular session 2021	An update on the funding status of reserves for staff liabilities is included in both the UNICEF financial report and audited financial statements as well as in the UNICEF Strategic Plan: updated financial estimates which are presented at the second regular session.  Reporting on the status of reserves for staff liabilities is a standard practice which UNICEF has been complying with and will continue to do so.	Completed (Noted/Ongoing)
	Para 4: Takes note of the proposed and projected income-expenditure ratio of UNICEF for the period 2021–2023 and the corresponding reduction in the available balance of regular resources and other resources and requests UNICEF to closely monitor financial risks in light of the reduced cash reserves, and furthermore encourages UNICEF to maintain the level of liquidity in regular resources over the period of the next Strategic Plan at a minimum threshold of the equivalent of expenditure for three months.	Second regular session 2021	UNICEF has taken note of this request and plans to address it with an update as part of the UNICEF integrated budget, 2022–2025 which will be presented at the second regular session of 2021.  The UNICEF integrated budget, 2022–2025, which was approved at the second regular session of 2021, has addressed this request.	Completed
2020/23 Private Fundraising and Partnerships: financial report for the year ended 31 December 2019	Para 1: Takes note of the Private Fundraising and Partnerships: financial report for the year ended 31 December 2019 (E/ICEF/2020/AB/L.8);	Para 2: Recognizes the funding model of UNICEF, which relies on significant contributions from the private sector;		n/a
	Para 3: Takes note with concern of the significant shortfalls in private-sector revenue compared with the original 2019 target and the decrease of regular resource revenue compared with the previous year and encourages UNICEF to review private-sector revenue growth targets ahead of the elaboration of the Private Fundraising and Partnerships: 2021 workplan and proposed budget, to be presented at the first regular session of 2021;	First regular session 2021	UNICEF has reviewed private sector revenue targets and has revised them as part of the elaboration of the Private Fundraising and Partnerships: 2021 workplan and proposed budget, presented at the first regular session of 2021.	Completed

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	Para 4: Encourages UNICEF to continue digital investments, the identification of alternative financing solutions and the business for results initiative, and requests UNICEF to present in the Private Fundraising and Partnerships: 2021 workplan and proposed budget, to be presented at the first regular session of 2021, its strategic approach thereof, including more information on the envisaged revolving fund;	First regular session 2021	UNICEF is continuing to develop and roll out digital fundraising efforts and business for results. It has also made significant progress in the establishment of a revolving fund presented at the first regular session of 2021.	Completed
	Para 5: Also encourages UNICEF to increase its efforts in the fundraising of regular resources from private-sector sources beyond individual donors, including from philanthropists, foundations and businesses, and to report on successes and challenges at the second regular session of 2021.	Second regular session 2021	UNICEF continues to increase and enhance its efforts in fundraising regular resources from private sector sources beyond individual donors, and reported on the result of these efforts at the second regular session of 2021.	Completed
2020/24 Joint comprehensive proposal on the cost-recovery policy	Para 1: Approves the joint comprehensive cost-recovery policy ( <a href="#">DP/FPA-ICEF-UNW/2020/1</a> ), including cost-classification categories, methodology and rates, effective 1 January 2022;			n/a
	Para 2: Requests UNICEF, in collaboration with the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), to adapt the presentation of the National Committees' rates in table 4 of the policy, clarifying that in the case of UNICEF, the 5 per cent rate is applicable only to thematic contributions raised by National Committees;	Second regular session 2020	The revised table was presented to the Executive Board at the second regular session of 2020.	Completed
	Para 3: Resolves that the comprehensive cost-recovery policy as outlined in document <a href="#">DP/FPA-ICEF-UNW/2020/1</a> supersedes the previous cost-recovery policy, including cost-classification categories, methodology and rates; Para 4: Decides that agreements signed prior to 1 January 2022 will be honoured using the existing cost-recovery rates (per Executive Board decision 2013/5) and that new agreements as well as revisions of existing agreements that result in additional/new contributions signed after 1 January 2022, will comply with the rates in the cost-recovery policy as approved			n/a

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	in this decision;			
	Para 5: Requests UNICEF, in collaboration with UNDP, UNFPA and UN-Women, to provide harmonized annual reporting on the progress of implementation of the cost-recovery policy as an annex to their respective existing reporting, including the presentation of the financial impact of the harmonized differentiated rates and waivers granted, and to continue including, in line with the policy, inter alia, an itemization of each waiver/discount listing the donor name, total contribution, programme name, cost-recovery rate and United States dollar value of the waiver/discount, as well as the resulting effective cost-recovery rates and cost-recovery amounts realized;	Annual session 2021/ Annual session 2022	UNICEF considers this request implemented. UNICEF provides an annual update on the application of the reduced cost-recovery rates and the information has been included in the annual reports of the Executive Director of UNICEF and its supporting integrated results and resources framework, annually effective 2020.	Completed (Noted/Ongoing)
	Para 6: Also requests UNICEF, in collaboration with UNDP, UNFPA and UN Women, to present, in a harmonized way in their existing reporting the calculations of the notional cost-recovery rates in their respective integrated budget documents;	Second regular session 2021	UNICEF presented this information at the second regular session of 2021.	Completed
	Para 7: Further requests UNICEF, in collaboration with UNDP, UNFPA and UN- Women, to present a comprehensive review of the cost-recovery policy and its implementation for decision at the second regular session of 2024, and requests UNICEF to work with UNDP, UNFPA and UN-Women to organize a briefing in 2023 to present a joint timeline for the review and preliminary observations and findings from the implementation of the cost-recovery policy.	2023  Second regular session 2024	UNICEF, in collaboration with UNDP, UNFPA and UN-Women, will address this request and present an update in line with the requested timeline. A joint briefing was held on 30 November 2023.	In progress