

Office of the Secretary of the Executive Board

DECISION MONITORING TABLE FOR 2021

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> |
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| First regular session, 9–12 February 2021 | | | | |
| 2021/1 Country programme documents | <p>Para 1: Takes note that the country programme documents, including aggregate indicative budgets, for Azerbaijan, China, Côte d’Ivoire, Eswatini, Georgia, North Macedonia, Panama, Somalia, Tunisia, Uruguay and Uzbekistan (E/ICEF/2021/P/L.1–E/ICEF/2021/P/L.3 and E/ICEF/2021/P/L.5–E/ICEF/2021/P/L.12) were made available to Member States for their comments and input from 17 November to 7 December 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 Azerbaijan, China, Côte d’Ivoire, Eswatini, Georgia, North Macedonia, Panama, Somalia, Tunisia, Uruguay and Uzbekistan (E/ICEF/2021/P/L.1–E/ICEF/2021/P/L.3, E/ICEF/2021/P/L.5–E/ICEF/2021/P/L.12 and E/ICEF/2021/P/L.7/Corr.1).</p> | | | n/a |
| 2021/2 Extensions of ongoing country programmes | <p>Para 1: Takes note of the four-month extension of the country programmes for Armenia and Malaysia, following a two-month extension; and the first one-year extension of the country programmes for Croatia, the Democratic People’s Republic of Korea, the Islamic Republic of Iran, Mongolia and the United Republic of Tanzania, which were approved by the Executive Director and are presented in table 1 of document E/ICEF/2021/P/L.13/Rev.1;</p> <p>Para 2: Approves the four-month extension of the country programme for the Syrian Arab Republic, following two consecutive one-year extensions, a nine-month extension, a three-month extension and a two-month extension; and the one-year extension of the country programme for Tajikistan, following a one-year extension; these are presented in table 2 of document E/ICEF/2021/P/L.13/Rev.1.</p> | | | n/a |

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| 2021/3 Evaluation of UNICEF work for children in urban settings, and management response | Para 1: Takes note with appreciation of the evaluation of UNICEF work for children in urban settings, its summary (E/ICEF/2021/3) and its management response (E/ICEF/2021/4); | | | n/a |
| | Para 2: Requests UNICEF to place a particular focus on children and adolescents in vulnerable situations and those experiencing marginalization in the assessments of needs and in the provision of quality education and health; healthy diets and improved nutrition; and water, sanitation and hygiene and social protection services, to ensure that no child is left behind; | | As part of the new Strategic Plan development consultations with sectors took place to identify high-impact priority programme areas. Citywide sanitation programmes, birth registration in urban poor settings, strengthening child protection systems in urban areas, addressing issues of urban violence, and urban disaster risk reduction are some of the areas identified. This is in addition to the overall focus on slums and informal settlements and child-responsive urban policies and planning standards, including public spaces for children. An updated urban strategic note is being developed, which includes programmatic components and reflects on these elements. The note will be rolled out later in the year. | Completed |
| | Para 3: Also requests UNICEF to continue to promote gender equality and the empowerment of women and girls, including those in urban settings, by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women and the UNICEF Gender Action Plan, 2018–2021 to ensure the implementation of the 2030 Agenda for Sustainable Development; | | 2021 marks the final year of the Gender Action Plan (GAP) 2018-2021 cycle, in which UNICEF’s overall progress towards gender equality – both programmatically and institutionally – has been on a positive trajectory. Marked advances in such programme areas as menstrual health, girls’ learning, preventing child marriage, gender-responsive social protection, WASH and maternal health illustrate the importance of deliberate gender results with clear indicators and targets, and of gender-targeted resourcing. At the same time, resourcing flexibility and expanded partnerships, particularly with the philanthropic and private sectors, has allowed innovation to flourish and catalyze solutions, as demonstrated by results relating to girls’ skills and agency, and gender socialization. Yet other priorities, such as gender-based violence, girls’ secondary education and harmful practices have been under-resourced, plagued by deep-rooted and persistent barriers to progress. It is these areas especially where the effects of the COVID-19 pandemic have led to alarming risks of setbacks, evidenced in rising domestic violence rates, increased school drop outs among adolescent girls even after school re-openings, and a reversal in gains to end | Completed |

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| | | | <p>child marriage in a number of countries. Resources – which have largely trailed need – will have to be stepped up substantially to meet both persistent and emerging challenges.</p> <p>Looking forward, UNICEF is prioritizing action and investment where gaps are greatest – while deepening an intersectional lens towards gender equality including in urban and rural setting. In 2021, a new Gender Policy (2021-2030) was finalized along with a new Gender Action Plan 2022-2025 to operationalize it. GAP 2022-2025 operationalizes the UNICEF Gender Policy 2021–2030, will take a more ambitious approach to achieving the UNICEF collective vision of gender equality in its programmes, workplaces, and practices, in order to achieve transformative results for women and girls. This needs more intentional action and investment that go beyond responding to also changing the underlying barriers that perpetuate inequality. As the effects of the COVID-19 crisis continue to manifest, UNICEF will seek out opportunities for transformative outcomes to ‘build back better’ for every child in need. Keeping attention on the disproportionate impacts on girls and women will remain paramount, to maintain momentum and stay on track to meet the gender equality targets of the 2030 Agenda.</p> | |
| | Para 4: Further requests UNICEF to adequately reflect its work for children in urban settings in the results areas, targets and indicators of the Strategic Plan, 2022–2025, to strengthen sector-specific approaches in urban contexts, based on full respect for and fulfilment of human rights, and to promote the coordination, collaboration, coherence and complementarity of respective humanitarian and development programming, while working together, as appropriate, with relevant United Nations agencies; | Second regular session 2021 | UNICEF work for children in urban settings is reflected in the Strategic Plan with a dedicated indicator under the ‘Systems strengthening to leave no one behind’ change strategy, and through urban/rural disaggregation of multiple indicators in the IRRF, across the result levels and across Goal Areas. UNICEF will also strengthen its partnership with UN-Habitat (the United Nations Human Settlements Programme) and other external partners, to integrate children’s issues into global and national urban policies and frameworks. | Completed |
| | Para 5: Requests UNICEF to coordinate its urban-related work with UN-Habitat in order to avoid | | UNICEF and UN-Habitat are coordinating and collaborating at the global level to estimate data on children living slums in 60 countries, which will be used | Completed |

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| | duplication and leverage each organization's value added; | | to support country programme design and advocacy. UN-Habitat is supporting our efforts to integrate children's issues in national urban policies and planning standards to make them more child-responsive, UNICEF is working with WHO and UN Habitat to develop principles and guidance for Public Spaces for Children. UNICEF contributes as part of the UNDCO-UN-Habitat joint initiative to enhance country-level programming on urban development, and the Sustainable Development Goal localization process. | |
| | Para 6: Takes note with appreciation of the evaluation of the UNICEF Strategic Plan, 2018–2021, its summary (E/ICEF/2021/5) and its management response (E/ICEF/2021/6); Para 7: Welcomes the envisaged strong focus of the Strategic Plan, 2022–2025 on contributing to the achievement of the Sustainable Development Goals and on outcome-level results, with the development of a longer-term strategy with a horizon of 2030, including a phased implementation plan; | | | n/a |
| | Para 8: Notes with appreciation the recommendations of the evaluation of the UNICEF Strategic Plan, 2018–2021 on multisectoral approaches and encourages UNICEF to make full use of the opportunities presented by the United Nations development system reform to foster integrated methods and actions and continue to develop practical programme solutions to contribute to stronger intra- and inter-agency cooperation, coherence, coordination and complementarity in the delivery of United Nations operations at the country level, in line with each entity's respective mandate, and requests UNICEF to address internal siloed, non-coordinated approaches and to strengthen multisectoral and integrated programming approaches in the Strategic Plan, 2022–2025; | Second regular session 2021 | As articulated in document E/ICEF/2021/25 (paras 104–115), UNICEF will take forward its commitment to the programmatic component of the United Nations development system reform through a series of strategic partnerships with relevant United Nations entities, organized by their strategic contribution to Goal Area outcomes, in support of the Sustainable Development Goals and efforts by national Governments. These partnerships will focus on areas that can accelerate results and impact at a large scale, including through South-South and triangular cooperation; leverage existing capacities and build on ongoing work with the greatest potential; yield efficiency gains and savings; maximize the convening role of national partners; and help to build systems. The outcome focus of the Strategic Plan will afford UNICEF the flexibility to partner with other United Nations entities at the country level, as needed, to advance national priorities. | Completed |
| | Para 9: Takes note of the fact that the evaluation did not include thematic funding performance in its analysis and requests UNICEF to take into account the promotion of thematic funding and the | Second regular session 2021 | The Strategic Plan, 2022–2025 advocates for the particular criticality of flexible resources. Core/regular resources are the best kind of resources allowing UNICEF the maximum scope to ensure that resources are | Completed |

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| | aim of improving the quality and predictability of funding when developing the design and structure of the Strategic Plan, 2022–2025; | | allocated where they are most needed in relation to the Strategic Plan. However, thematic funding also informs a key part of the organization’s thinking moving forward as an additional strong option, particularly for directing resources, within a thematic area, for Strategic Plan results that are not on track. | |
| | Para 10: Welcomes the UNICEF commitment to put a stronger focus on outcome-level results, while underlining the importance of also monitoring the unique contribution of UNICEF to country-level outcomes, emphasizing that establishing the link between UNICEF country outputs and global performance is essential to ensure accountability; | | The UNICEF Strategic Plan, 2022–2025 is outcome-focused with an underlying theory of change that links medium term country level results, at outcome level, with global outcomes that can credibly be linked with the Goal Area outcomes. | Completed |
| | Para 11: Encourages UNICEF to further improve collaboration, coordination, coherence and complementarity between internal humanitarian and development processes, while continuing to strengthen its systems and capacity to deliver principled humanitarian assistance, and to support countries to develop or strengthen policies and programmes related to peacebuilding in conflict-affected countries. | | UNICEF has included an update on the Dynamo fund in the PFP annual report. More detailed updates will be provided in the Private Fundraising and Partnerships: Financial Report" as required going forward. | n/a |
| 2021/4 UNICEF financial report and audited financial statements for the year ended 31 December 2018 and report of the Board of Auditors, and | Para 1: Takes note of the unqualified audit opinion for 2019 issued by the Board of Auditors, the report of the Board of Auditors for the financial period that ended on 31 December 2019 (A/75/5/Add.3) as well as the management response E/ICEF/2021/AB/L.2); | | | n/a |
| | Para 2: Acknowledges the progress achieved by UNICEF in the implementation of the recommendations of the Board of Auditors for the financial period ended 31 December 2019, welcomes the further measures planned by the organization and requests UNICEF to continue implementing the recommendations of the Board of Auditors from prior years for closure; | | UNICEF has made significant progress, closing 51 of the originally issued 55 audit recommendations from 2019. UNICEF has further enhanced its response to the recommendations through a comprehensive and systemic approach that strengthens controls and ensures compliance with the recommendations through the one-stop oversight coordination function within the Division of Financial Management. | Completed |
| | Para 3: Recalls its decision 2020/6 and takes note of the shortfalls in the harmonized approach to cash transfers (HACT) assurance activities and therefore requests UNICEF to ensure the | | UNICEF has since discussed these with the UNBOA and these are now considered implemented. | Completed |

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| management response | achievement of the minimum level of HACT assurance activities and of the monitoring of cash assistance implementing partners; | | | |
| | Para 4: Also recalls its decision 2018/3 and requests UNICEF to continue its efforts to prevent and detect instances of fraud, to thoroughly review the underlying circumstances that led to the cases of fraud in order to minimize future risks and to take steps to improve actions for the recovery of funds. | Ongoing | UNICEF continues to invest its efforts on prevention and detection of fraud and has taken significant mitigation measures to ensure proper due diligence in all engagements. To minimize future risks and enhance recovery of funds, UNICEF will continue to promote ethics, integrity and anti-fraud measures in all its operations through training, meetings and other mediums. Whenever possible, UNICEF collaborates with other United Nations agencies to conduct joint training for implementing partners to enhance partnership integrity. | Completed |
| 2021/5 Private Fundraising and Partnership: 2020 workplan and proposed budget | Para 1: Takes note of the Private Fundraising and Partnerships: 2021 workplan and proposed budget (E/ICEF/2021/AB/L.1) and the World Bank instrument to facilitate sustained investment in private sector fundraising (E/ICEF/2021/AB/L.1/Add.2); | | | n/a |
| | Para 2: Notes the high, medium and low revenue scenarios for 2021, as shown in table 3 of document E/ICEF/2021/AB/L.1 ; | | | n/a |
| | Para 3: Approves a budget for special purpose activities of \$153 million from regular resources, comprising \$85 million for investment funds and \$68 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$58.4 million based on the medium scenario in table 3 of document E/ICEF/2021/AB/L.1 ; | | | n/a |
| | Para 4: Authorizes UNICEF | | | n/a |
| | (a) To redeploy resources between the various regular resources budget lines (as detailed in paragraph 3, above), up to a maximum of 10 per cent of the amounts approved; (b) To decrease or increase expenditures up to the levels indicated in columns I and III of table 3 of document E/ICEF/2021/AB/L.1 should the apparent revenue from fundraising decrease or increase 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 2021 approved workplan; | | | |
| | Para 5: 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; | Ongoing | PFP is consistently looking for new market opportunities and have reported about them in the workplan and budget on 2020 and 2021. | Completed |
| | Para 6: Approves an interim one-month allocation for January 2022 of \$15.3 million (or 10 per cent of the special purpose regular resources allocation of \$153 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2022; | | | n/a |
| | Para 7: Authorizes the Executive Director, with the advice of the Comptroller, to execute the | Ongoing | UNICEF presented the requested information to the Executive Board at the 2022 first regular session. The | Completed |

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| | financial instrument in partnership with the World Bank to raise additional financing for investment in private sector fundraising, as a pilot project limited to an amount of \$50 million, leveraging the World Bank's expertise in financial markets, provided that no regular resources will be used towards the repayment of the principal amount or interest owed to the World Bank, as per the payment conditions, and requests UNICEF to report to the Executive Board on the financial performance and the attainment of goals and corresponding costs and capacities annually at the first regular session; | | <p>detailed report provided details of the required financial performance related to the World Bank funding, costs and capabilities.</p> <p>UNICEF will continue to report to the Executive Board on the financial performance and the attainment of goals and corresponding costs and capacities annually at the first regular session.</p> | |
| | Para 8: Requests UNICEF to present to the Executive Board at the 2021 annual session the results of its consultations with the 18 emerging market countries as well as other relevant actors of the United Nations system, along with an updated, comprehensive risk management matrix, information on the opinion of the Office of Legal Affairs on the agreement with the World Bank instrument, principal amount, interest costs and other associated fees and a written assessment of the need to update the UNICEF Financial Regulations and Rules; | Annual session 2021 | UNICEF presented the requested information to the Executive Board at the annual session in June 2021. The opinion of the Office of Legal Affairs on the agreement was also circulated to the membership. | Completed |
| | Para 9: Emphasizes that this World Bank instrument is considered a pilot project and limited operation, which shall be evaluated before a repeat engagement may be considered; | | | n/a |
| | Para 10: Requests UNICEF to ensure that the conditions of this instrument are made fully transparent to potential investors and that any public promotion of corresponding investments by investors shall similarly transparently reflect the instrument's conditions; | | The conditions of the instrument were included in the note issued in March 2021 and were transparently disclosed to the investors and it is clear that any public promotion of corresponding investments by investors will reflect the instrument's conditions. | Completed |
| | Para 11: Endorses the establishment of a revolving fund (the Dynamo Revolving Fund) that will provide sustainable financial capacity for investment in private sector fundraising for UNICEF country and regional offices and requests | Ongoing | UNICEF has included an update on the Dynamo fund in the PFP annual report. More detailed updates will be provided in the Private Fundraising and Partnerships: Financial Report" as required going forward. | Completed |

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| | UNICEF to report annually to the Executive Board on the status of the revolving fund (the Dynamo Revolving Fund) in the document entitled “Private Fundraising and Partnerships: financial report”, which is presented to the Executive Board at its second regular session. | | | |
| Annual session, 1–4 June 2021 | | | | |
| 2021/6 Annual report for 2020 of the Executive Director of UNICEF | Para 1: Takes note of the annual report for 2020 of the Executive Director of UNICEF as well as 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 joint annex on the implementation of the common chapter of the strategic plans, 2018–2021 of the United Nations Development Programme, the United Nations Population Fund, the United Nations Children’s Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); and the data companion and scorecard; | | | n/a |
| | Para 2: Commends UNICEF for achieving important targets and milestones in many areas of its work outlined in the UNICEF Strategic Plan, 2018–2021 and the annual report, and encourages UNICEF to continue to improve the outcome-level effects of its programmes in all sectors relevant to the UNICEF mandate and to address factors that constrain development breakthroughs to achieve the Sustainable Development Goals in its next Strategic Plan, 2022–2025; | | During the target setting of the Integrated Results and Resources Framework of the Strategic Plan, 2022-2025, UNICEF moved beyond simply aligning the indicator targets with SDGs toward instead ensuring that they represented changes and inflection points that would in turn trigger accelerated progress on child-focused SDG targets and reaffirmed the level of ambition expressed in the Strategic Plan. UNICEF also learned from the implementation of the Strategic Plan 2018-2021 and integrated the Strategic Plan 2018-2021 evaluation findings and placed a particular attention to outcome-level results and further aims to institute an agile review process through which SDG indicators and associated systemic changes at outcome level will be tracked and annually reviewed which in turn will inform changes in the strategies and approaches used in the identification and delivery of the outputs. | Completed |
| | Para 3: Decides to transmit the above-mentioned reports to the Economic and Social Council, along with a summary of the comments and guidance of the Executive Board; | | | n/a |
| | Para 4: Takes note of the UNICEF report on the recommendations of the Joint Inspection Unit, including the management responses to the 14 recommendations of the Joint Inspection Unit intended for consideration by the Executive Board. | | | n/a |
| 2021/7 | Para 1: Takes note of the annual report on UNICEF humanitarian action (E/ICEF/2021/13); | | | n/a |

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| Annual report on UNICEF humanitarian action | Para 2: Commends the efforts of UNICEF to undertake a review of its humanitarian operations in the context of new global challenges and looks forward to the subsequent publication of the report “Strengthening UNICEF’s humanitarian action, The Humanitarian Review: findings and recommendations”; | | The Review has been a “gold standard” process in terms of change within the organization. It has been praised by the Board and Member States for being consultative and transparent, and provides an honest view of areas of improvement that UNICEF should focus on. Internally, it was widely consulted and agreed upon. The final report was approved by the Executive Director and published in September 2020. | Completed |
| | Para 3: Calls on UNICEF to implement the review’s recommendations as soon as possible and to provide regular updates to the Executive Board on its progress in this regard. | Ongoing | The Humanitarian Review secretariat oversees the implementation of the recommendations, including research, monitoring and reporting. The Humanitarian Review implementation team extends across divisions and regional offices to ensure a whole-of-organization approach. The team is monitored by the Organizational Design and Improvement Lab, and prepares regular updates. | In progress |
| 2021/8 Country programme documents | Para 1: Takes note that the country programme document, including the aggregate indicative budget, for Argentina (E/ICEF/2021/P/L.15), was made available to Member States for their comments and input from 10 to 30 March 2021; | | | n/a |
| | Para 2: Approves on a no-objection basis, and in accordance with decision 2014/1, the country programme document, including the aggregate indicative budget, for Argentina (E/ICEF/2021/P/L.15). | | | n/a |
| 2021/9 Extensions of ongoing country programmes | Para 1: Takes note of the three-month extension of the country programme for Armenia, following a two-month extension and a four-month extension; and the six-month extension of the country programme for Malaysia, following a two-month extension and a four-month extension, both of which were approved by the Executive Director and are presented in table 1 of document E/ICEF/2021/P/L.14 ; | | | n/a |
| | Para 2: Approves the three-month extension of the country programme for Madagascar, following a one-year extension and a six-month extension; and the eight-month extension of the country programme for the Syrian Arab Republic, following two consecutive one-year extensions, a nine-month extension, a three-month extension, a two-month extension and a four-month extension, as presented in table 2 of document E/ICEF/2021/P/L.14 . | | | n/a |
| 2021/10 Evaluation reports and management responses | Para 1: Takes note of the annual report for 2020 on the evaluation function in UNICEF (E/ICEF/2021/18) and its management response (E/ICEF/2021/19); | | | n/a |
| | Para 2: Takes note with appreciation of the global evaluation of UNICEF water, sanitation and hygiene programming in protracted crises, 2014–2019, its summary (E/ICEF/2021/20) and its management response (E/ICEF/2021/21); | | | n/a |
| | Para 3: Also takes note with appreciation of the significant increase in the number of evaluative products and of the increase in evaluation coverage; | | | n/a |
| | Para 4: Welcomes the recruitment of 16 multi-country evaluation specialists in order to increase evaluation capacities at the country and regional levels; | | | n/a |

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| | Para 5: Recalls the funding target of 1 per cent of programme expenditure for evaluation and notes with concern the expenditure of only 0.64 per cent of total programme expenditure on evaluation in 2020, acknowledging the special circumstances of conducting evaluations during the current pandemic; | | | n/a |
| | Para 6: Requests UNICEF to take adequate measures to facilitate a significant increase in the share of spending on evaluation relative to total programme expenditure, especially by country offices that spend significantly less than 1 per cent of programme expenditure on evaluation; | | The capacity of the evaluation function was significantly strengthened in 2018–2021 through the creation of new evaluation positions, both within the Evaluation Office and within regional offices through an interim Evaluation Pooled Fund. The integrated budget, 2022–2025 regularizes the Fund at a proposed level of \$21.5 million. Country offices that spend significantly less than 1 per cent of programme expenditure on evaluation are being requested to increase. Management is also exploring allocation of additional resources to the Pool Fund during Mid-Term Review of the Integrated Budget 2022–2025. | Completed |
| | Para 7: Notes with concern the lower availability of resources from the Evaluation Pooled Fund and requests UNICEF to ensure the continuously adequate funding of the evaluation function; | | The capacity of the evaluation function was significantly strengthened in 2018–2021 through the creation of new evaluation positions, both within the Evaluation Office and within regional offices through an interim Evaluation Pooled Fund. The integrated budget, 2022–2025 regularizes the Fund at a proposed level of \$21.5 million. Management is also exploring allocation of additional resources to the Pool Fund during Mid-Term Review of the Integrated Budget 2022–2025. | Completed |
| | Para 8: Welcomes the decision by UNICEF to establish a quality-assurance procedure for the evaluation function; | | | n/a |
| | Para 9: Also welcomes UNICEF initiatives to promote innovative evaluation technologies and approaches and encourages UNICEF to continue to develop and implement options with regard to remote evaluations and innovative digital approaches, without compromising the quality of evaluations, and requests UNICEF to provide, in the annual report for 2021 on the evaluation function, updates on the application of innovative technologies and approaches, including a discussion of associated risks and UNICEF management plans to address them; | Annual session 2022 | Investment in establishing Impact, Methods, Innovation, Learning and Uptake Unit has been of great benefit to the evaluation function. The Unit is pursuing opportunities to test emerging evaluation methods such as use of mobile phones for data collection particularly for quasi-experimental studies. In addition, the unit is exploring use of natural language processing, geographic information systems and applications to mine cloud based “Big data” sources. The Evaluation Office continues to assess how it can enhance its products and approaches for increased use, reach and impact of its evaluations. | Completed |
| | Para 10: Encourages UNICEF to devote appropriate resources to evaluations designed to | Annual | The Plan for Global Evaluations 2022-2025 was developed after consultations with Divisions, regional | Completed |

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| | proactively search for scalable solutions that address evidence and knowledge gaps in key programmatic areas for both UNICEF and the global development community; | session 2022 | and country offices to identify the knowledge gaps and learning needs that needed to be met. The topics in the plan strategically target areas that have been identified as being most crucial for organizational learning and accountability. They were included based on their relevance to the work currently being conducted as well as them being identified as a priority by various parts of the organization. In developing the Plan for Global Evaluations 2022-2025, consultations were also done with other United Nations partners. The joint evaluations that are included in the plan thus reflect areas of interest, relevance and priority for joint work. | |
| | Para 11: Also encourages UNICEF to consider increasing the use of rigorous impact evaluations to further improve its programming approaches and asks UNICEF to ensure that the findings of such evaluations contribute to relevant applicable areas of UNICEF policy and programming of the Strategic Plan and to building the global evidence and knowledge base for achieving the Sustainable Development Goals. | Annual session 2022 | In the current quadrennium there will be more emphasis on outcome- and impact-level evaluations. An impact evaluation strategy was developed. It seeks to expand evaluation of impact in new priority themes, innovative programmatic modalities and new contexts and ensure accountability on outcome and impact results on major donor-funded UNICEF projects. The evaluation office will also work with Regional Offices to stimulate wider use of impact criteria in multi-country summative evaluations at the global and regional level. To maximize the use of evidence being generated from these impact evaluations the evaluation office will time the delivery of evaluation so that there is an alignment with planning, programme and decision-making cycles so that programme managers can utilize the findings in the design of new programming approaches. These impact evaluations will also be available in the public domain through the evaluation reports repository and the Global Development Commons so that they contribute to the global evidence base. | Completed Noted/ Ongoing |
| 2021/11 Report of the Ethics Office of UNICEF for | Para 1: Takes note of the report of the Ethics Office of UNICEF for 2020 (E/ICEF/2021/16) and its management response (E/ICEF/2021/17); | | | n/a |
| | Para 2: Requests UNICEF to apply effective measures to improve the confidence of UNICEF staff in their protection against retaliation when | Ongoing | | Completed |

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| 2020, and management response | reporting misconduct, and to further improve the organizational culture within UNICEF; | | | |
| | Para 3: Takes note with appreciation of the Ethics Office membership in the Task Team on Anti-Racism and Discrimination and encourages the Office to play an active role, as an independent office, in the implementation of the recommendations of the Task Team; | | | In progress |
| | Para 4: Also takes note with appreciation of the continued strong collaboration of the Office with the cross-divisional sexual exploitation and abuse working group, the Child Safeguarding Unit and the Principal Adviser, Organizational Culture. | | | n/a |
| 2021/12 UNICEF Office of Internal Audit and Investigations 2020 annual report to the Executive Board, and management response | Para 1: Takes note of the UNICEF Office of Internal Audit and Investigations 2020 annual report to the Executive Board (E/ICEF/2021/AB/L.3), its addendum (E/ICEF/2021/AB/L.3/Add.1) and its management response (E/ICEF/2021/AB/L.4), as well as the UNICEF Audit Advisory Committee 2020 annual report to the Executive Board, and welcomes the overall opinion of the adequacy and effectiveness of the organization’s framework of governance, risk management and control; | | | n/a |
| | Para 2: Also takes note of the revised Charter of the UNICEF Office of Internal Audit and Investigations (E/ICEF/2021/AB/L.5); | | | n/a |
| | Para 3: Requests UNICEF to provide information on the additional resources needs for the Office to address coverage gaps, as part of the submissions for the UNICEF Strategic Plan, 2022–2025 and integrated budget, 2022–2025, recalls its decision 2020/20, paragraph 4, and requests UNICEF to ensure that adequate human, financial and technology resources are provided to the Office; | Second regular session 2021 | The majority of additional human resource needs proposed by the Office of Internal Audit and Investigations as part of its 2022-2025 Office Management Plan was approved by UNICEF Management. The office will nonetheless continue to review and report to the Executive Board on the adequacy of its human, financial and technological resources, taking into account emerging risks, organizational priorities and expectations, and the evolving changes in professional practices. With the support of the Executive Board and UNICEF Management for strengthening internal oversight, the proposal from the Office of Internal Audit and Investigations (OIAI) requesting additional resources for 2022-2025 as part of its Office Management Plan budget was substantially accepted. Eight out of the ten additional internal audit posts requested were approved, while requests for three other posts was not approved, e.g. a data scientist, a post dedicated to coordinating policy and investigative issues related to sexual exploitation and | Completed |

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| | | | <p>abuse, and a dedicated Secretary for the Audit Advisory Committee.</p> <p>Gaps remain in OIAI's non-post budget as OIAI increases in size and prepares to resume travel but OIAI will continue to explore further opportunities for efficiency gains. OIAI will continue to report annually to the Executive Board on the adequacy of its resources to serve its mandate.</p> | |
| | <p>Para 4: Welcomes the rapid adaptation of the Office's activities to address challenges arising from the COVID-19 pandemic and encourages the Office to continue to evaluate and explore the further use of remote audits and investigations without compromising the quality of its work, and requests UNICEF to provide an update in the UNICEF Office of Internal Audit and Investigations 2021 annual report to the Executive Board on both the benefits and the risks of the use of remote work and other innovative technologies and approaches to improve the effectiveness and efficiency of the Office's work;</p> | <p>Annual session 2022</p> | <p>UPDATE AS OF MAY 2022: In response to Executive Board decision 2021/12/4, para 80-87 of the OIAI 2021 Annual Report provides a summary of the benefits and risks of remote audits and investigations, together the use of smarter communications products and data analytics to improve the effectiveness and efficiency of the Office's work.</p> | <p>Completed</p> |
| | <p>Para 5: Recalls its decision 2020/20, paragraph 5, and encourages UNICEF to continue working with the other United Nations funds and programmes to harmonize 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, and requests the Office to include in its annual report for the year 2021 information on progress in this regard;</p> | <p>Annual session 2022</p> | <p>UPDATE AS OF MAY 2022: 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 the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the United Nations Office for Project Services and the United Nations Population Fund 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</p> | <p>Completed</p> |

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| | | | harmonization among the United Nations funds and programmes will be considered in 2022. | |
| | Para 6: Notes with concern the increase in numbers of actions pending implementation for more than 18 months and encourages the Office and UNICEF management to work together to close these recommendations in a timely manner. | | UPDATE AS OF MAY 2022: In response to Executive Board decision 2021/12/6, para 5 and 24 of the OIAI 2021 Annual Report noted that only two agreed actions had been pending implementation for more than 18 months as at 31 December 2021 (compared to 15 as at 31 December 2020), and both of which have been closed subsequently. The Office periodically shares updates with the UNICEF management on the status of agreed actions, and, since 2021, OIAI has maintained an intranet site, accessible to all staff, that reports on open agreed actions | Completed |
| 2021/13 Update on the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR); | Para 1: Takes note of the update on the implementation of General Assembly resolution 72/279 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR); | | | n/a |
| | Para 2: Urges UNICEF to continue to implement resolution 72/279 and the organization's funding compact commitments, and looks forward to seeing the guidance of both reflected in the upcoming Strategic Plan with the aim of improving and better capturing its programme delivery and impact on the ground; | Second regular session 2021 | The Strategic Plan, 2022-2025, and its Integrated Results and Resources Framework reflects guidance of both 72/279 and the funding compact. Document E/ICEF/2021/25, para. 99, iterates UNICEF commitment to continue implementing the remaining mandates of General Assembly resolution 72/279, while para. 91 iterates UNICEF intent on meeting the funding compact commitments. Further, the change strategies of the Strategic Plan were developed, guided by the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) as well as the funding compact, and the series of indicators developed to track the implementation of the change strategies will be critical in measuring progress towards UNICEF commitments. The results framework also sets out supporting conditions (the "enablers") for UNICEF to be a more agile, values-based and effective organization that can drive output-level efficiency and consequently contribute to outcome-level progress for children. UNICEF has committed itself to continuously invest in its organizational structures and systems, culture, staff, financial resources and assets so as to respond more effectively to change and uncertainty. | Completed |

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| | <p>Para 3: Encourages UNICEF to design its Integrated Results and Resources Framework in line with applicable guidance of the 2020 QCPR and requests UNICEF to harmonize, where appropriate, its Integrated Results and Resources Framework with other United Nations entities, with a focus on all results levels, and maximize the use of common results indicators, all with the goal of advancing United Nations development system contributions to the Sustainable Development Goals and to further strengthen system-wide evaluation;</p> | <p>Second regular session 2021</p> | <p>Throughout the development of the new Strategic Plan UNICEF systematically worked to fully integrate these new and pre-existing QCPR mandates into its theories of change and programme strategies. This substantive integration of the QCPR mandates permeates the Plan and its results framework. In addition to the many indicators that reflect this at agency level, included is a set of common QCPR indicators as appropriate across Goal Areas, Change Strategies and Enablers.</p> <p>An update of the Integrated Results and Resources Framework of the Strategic Plan, 2022-2025 has been published online and shared with the Executive Board and other stakeholders in advance of its 2022 annual session. Baseline data were set as part of the 2021 annual reporting exercise. Projection of milestones and targets was done through extensive field engagement and also involved consultations with other United Nations entities.</p> | <p>Completed</p> |
| | <p>Para 4: Requests UNICEF to provide in a timely manner, ahead of the second regular session of 2021, more-detailed information on the Integrated Results and Resources Framework, including on its relationship to the QCPR monitoring and reporting framework.</p> | <p>Second regular session 2021</p> | <p>In the run-up to the 2021 second regular session, UNICEF presented to the Board, including in the informal briefing, detailed information was provided on how the Integrated Results and Resources Framework (IRRF) of the Strategic Plan, 2022-2025, has integrated QCPR mandates and relevant indicators, as well as the commitment to leave no one behind. UNICEF highlighted the work with its sister agencies to reflect the new QCPR monitoring framework, 2021-2024 in the respective Strategic Plan 2022-2025 IRRFs. Specifically, there are 11 common QCPR indicators included in the IRRF. In addition to the common indicators, UNICEF identified complementary indicators, which are programmatically complementary vis-à-vis the work of the sister agencies.</p> <p>In the run-up to the Second Regular Session, UNICEF presented to the Board, including in the informal sessions, detailed information on how the Integrated Results and Resources Framework of the Strategic Plan, 2022-2025, has integrated QCPR mandates and relevant indicators, and articulated how UNICEF's commitment to leaving no</p> | <p>Completed</p> |

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| | | | one behind permeates the IRRF. UNICEF highlighted the work with its sister agencies to reflect the new QCPR monitoring framework, 2021-2024 in the respective Strategic Plan, 2022-2025 IRRFs. Specifically, there are 11 common QCPR indicators included in the UNICEF IRRF. In addition to the common indicators, UNICEF has identified complementary indicators, which are programmatically complementary vis-à-vis the work of its sister agencies. | |
| Second regular session, 7–10 September 2021 | | | | |
| 2021/14 UNICEF Strategic Plan, 2022– 2025 | Para 1: Notes with appreciation the inclusive and wide-ranging consultative process undertaken by UNICEF in developing the Strategic Plan, 2022–2025, including the extensive engagement with the Executive Board; | | | n/a |
| | Para 2: Also notes with appreciation the efforts undertaken by UNICEF to align its Strategic Plan with General Assembly resolutions 70/1 of 25 September 2015, entitled “Transforming our world: the 2030 Agenda for Sustainable Development”, and 75/233 of 21 December 2020 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system; | | | n/a |
| | Para 3: Endorses the UNICEF Strategic Plan, 2022–2025 (E/ICEF/2021/25 and E/ICEF/2021/25/Add.1), which shall be implemented consistent with this decision, takes note of its annexes and requests UNICEF to provide updated baselines and targets for the Integrated Results and Resources Framework of the new Strategic Plan to the Executive Board at the annual session of the Executive Board in 2022; | Annual session 2022 | An update of the Integrated Results and Resources Framework of the Strategic Plan, 2022-2025 has been published online and shared with the Executive Board and other stakeholders in advance of its 2022 annual session. Baseline data were set as part of the 2021 annual reporting exercise. Projection of milestones and targets was done through extensive field engagement and also involved consultations with other United Nations entities. | Completed |
| | Para 4: Notes that the Strategic Plan is the overall strategic framework for UNICEF and is not intergovernmentally negotiated, and acknowledges that the Strategic Plan includes some terms that have not been intergovernmentally endorsed in the United Nations system; | | | n/a |
| | Para 5: Requests UNICEF to implement the Strategic Plan, 2022–2025 in accordance with the principles of national ownership of programme countries, taking into account their national priorities and needs, recognizing their different contexts and particular characteristics, guided by international human rights treaties and humanitarian principles for humanitarian assistance; | Ongoing | UNICEF remains committed to implementing the Strategic Plan in accordance with the principles of national ownership and this is reflected in corporate planning and programming guidance issued in relation to the new Strategic Plan. | Completed |

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| | Para 6: Also requests UNICEF to present to the Executive Board at its annual session of 2024 a thorough midterm review of the UNICEF Strategic Plan, 2022–2025 and its annexes and, if required, updates to the Plan and the Integrated Results and Resources Framework to ensure an effective implementation, sound monitoring and improved results to accelerate progress towards the achievement of the Sustainable Development Goals by 2030; | Annual session 2024 | | In progress |
| | Para 7: Recalls its decision 2021/13, paragraph 3, and requests UNICEF to include in the reports of the Executive Director on the implementation of the UNICEF Strategic Plan, 2022–2025, including in its midterm review, information on results jointly achieved with United Nations development system entities identified through common and complementary indicators. | Ongoing Annual session | | Completed |
| 2021/15 Country programme documents | Para 1: Takes note that the country programme documents, including aggregate indicative budgets, for Albania, Armenia, Bangladesh, Botswana, Cameroon, Comoros, Eritrea, Guatemala, Lao People’s Democratic Republic, Madagascar, Oman and Zimbabwe (E/ICEF/2021/P/L.16–E/ICEF/2021/P/L.27 and E/ICEF/2021/P/L.22/Corr.1) were made available to the Member States for their comments and input from 16 June to 6 July 2021; | | | n/a |
| | Para 2: Approves on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Albania, Armenia, Bangladesh, Botswana, Cameroon, Comoros, Eritrea, Guatemala, Lao People’s Democratic Republic, Madagascar, Oman and Zimbabwe (E/ICEF/2021/P/L.16–E/ICEF/2021/P/L.27 and E/ICEF/2021/P/L.22/Corr.1). | | | n/a |
| 2021/16 Extensions of ongoing country programmes | Para 1: Takes note of the first two-month extension of the multi-country programme for the Eastern Caribbean; the first two-month extensions of the country programmes for Belize, Guyana and Suriname, Honduras, Jamaica, Morocco, Peru, Thailand and Viet Nam; and the first one-year extensions of the country programmes for Brazil, the Central African Republic, Chad, the Gambia, Montenegro, Niger, Sao Tome and Principe, South Sudan and the Sudan, all of which were approved by the Executive Director and are presented in table 1 of document E/ICEF/2021/P/L.28; | | | n/a |
| | Para 2: Approves the two-month extensions of the country programmes for Algeria, El Salvador, Guinea-Bissau and Mozambique, following previous one-year extensions; the two-month extension of the country programme for Malaysia, following a two-month, a four-month and a six-month extension; the three-month extension of the country programme for Afghanistan, following a two-year extension; the three-month extension of the country programme for Maldives, following a one-year extension; the one-year extensions of the country programmes for Lebanon, Libya and Zambia, following previous one-year extensions; the one-year extension of the country programme for the Bolivarian Republic of Venezuela, following | | | n/a |

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| | two consecutive one-year extensions; the 14-month extension of the country programme for Haiti; and the two-year extension of the country programme for Djibouti, as presented in table 2 of document E/ICEF/2021/P/L.28. | | | |
| 2021/17 Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 | Para 1: Takes note of the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 (E/ICEF/2021/30); | | | n/a |
| | Para 2: Notes the importance of sufficient and predictable regular resources, which are critical for UNICEF to be able to, inter alia, continue to respond to the coronavirus disease 2019 (COVID-19) pandemic, continue the roll-out of the Access to COVID-19 Tools Accelerator (ACT-A)/COVID-19 Vaccine Global Access (COVAX) Facility and equitably reach all children everywhere to meet and fulfil their rights and support their access to sustainable development; | | | n/a |
| | Para 3: Also notes the importance of flexible thematic funding, which is critical for UNICEF to be able to accelerate programming to meet the Sustainable Development Goals, particularly in those areas in which development gains have been eroded by the COVID-19 pandemic; | | | n/a |
| | Para 4: Recalls the importance of predictable and multi-year funding, and requests UNICEF to continue engaging with Member States and other partners to consider increasing contributions to UNICEF, prioritizing regular resources and thematic funding, but also to provide other resources in a timely and foreseeable manner, in line with the funding compact, and also requests UNICEF to continue its efforts in terms of visibility and recognition of contributions, in particular for regular resources. | Ongoing | | In progress |
| 2021/18 Formative evaluation of UNICEF work to link humanitarian and development programming, and management response | Para 1: Takes note with appreciation of the formative evaluation of UNICEF work to link humanitarian and development programming, its summary (E/ICEF/2021/28) and its management response (E/ICEF/2021/29); | | | n/a |
| | Para 2: Recalling Executive Board decision 2021/3, paragraph 11, and General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, commends efforts by UNICEF to enhance coordination, coherence and collaboration between its humanitarian and development work, including contributions to peacebuilding in conflict-affected countries; | | | n/a |
| | Para 3: Requests UNICEF, in the implementation of the recommendations of the formative evaluation, to continue to be guided by its humanitarian and development mandate, and also requests UNICEF to report back to the Executive Board on its progress in this regard through existing reporting. | Ongoing | Report back on its progress via existing reporting. Noted. | Completed |
| 2021/19 | Para 1: Welcomes the UNICEF integrated budget, 2022–2025 (E/ICEF/2021/AB/L.6, E/ICEF/2021/AB/L.6/Corr.1 and E/ICEF/2021/AB/L.6/Add.1) in response to its request, in its decision 2009/20, for UNICEF to present a single, integrated | | | n/a |

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| UNICEF integrated budget, 2022–2025 | budget that includes all UNICEF budgetary categories, with an improved results focus and enhanced linkages with the Strategic Plan results and harmonized in methodology and presentation, including on cost classification, attribution and recovery, 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), as approved by the Executive Board in its decision 2020/24 on the joint comprehensive cost-recovery policy (DP/FPA-ICEF-UNW/2020/1); | | | |
| | Para 2: Also welcomes the transparent and consultative process undertaken by UNICEF in the development of the integrated resource plan and the integrated budget estimates for the period 2022–2025; | | | n/a |
| | Para 3: Acknowledges with appreciation the inclusion of a new cost-classification category on independent oversight and assurance activities, with separate budget lines for the UNICEF Evaluation Office and the UNICEF Office of Internal Audit and Investigations, as part of ongoing efforts to strengthen and clarify financial reporting to further improve Member States’ understanding of the financial position of UNICEF; | | | n/a |
| | Para 4: Takes note of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/2021/AB/L.7) on the institutional components of the UNICEF integrated resource plan and integrated budget estimates and the recommendations of the Advisory Committee, and requests UNICEF to address the recommendations and to report back to the Executive Board on actions taken; | | UNICEF will address this request at the mid-term review of the Integrated Budget, 2022–2025 at the annual session of 2024. | In progress |
| | Para 5: Approves the integrated resource plan as the financial framework for the UNICEF Strategic Plan, 2022–2025, based on projections of resources available, utilization and regular resource reserve; | | | n/a |
| | Para 6: Also approves for the Global and Regional Programme a budget from regular resources of \$235 million, subject to the availability of resources, and other resources of \$1,446.7 million, subject to the receipt of contributions to other resources, for the period 2022–2025; | | | n/a |
| | Para 7: Authorizes the Executive Director to establish additional director-level positions, as required, to be funded from within the approved institutional budget, and to report to the Executive Board in the annual report of the Executive Director; | 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 8: Approves an appropriation for the institutional budget for the period 2022–2025 of \$2,738.2 million to cover the costs of development effectiveness, United Nations development coordination, management activities and, within special purpose activities, capital investments, and notes that the projected funding for the appropriation is \$1,317.9 million from regular resources and \$1,365 million from cost recovery from other resources; | | | n/a |
| | Para 9: Notes, in addition to the appropriation of \$2,682.9 million, the projected funding for the institutional budget of \$55.3 million from other resources, subject to the receipt of contributions to other resources; | | | n/a |

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| | Para 10: Also notes, within special purpose activities, the projected utilization of resources for private sector fundraising, for which budgets will be submitted for consideration and approval on an annual basis by the Executive Board at its first regular session; | Ongoing First regular session | UNICEF has presented the 2022 Private Fundraising and Partnerships workplan and proposed budget, which provides an overview of the 2022 projected utilization of resources for PFP. Updates will continue to be provided annually to the Executive Board. | Completed |
| | Para 11: Requests the Executive Director to: (a) Continue to provide actual financial information in the format of the integrated resource plan and to assess performance against the integrated budget in the annual report of the Executive Director to the Executive Board; | Ongoing | Report on the implementation of the integrated results and resources framework of the Strategic Plan is included in the annual update to the Executive Board. UNICEF will continue to present this. | Completed |
| | (b) Submit to the Executive Board, for annual approval, an updated integrated resource plan at its second regular session, following review of the financial projections on which it is based; | Second regular session 2022 | UNICEF will address this request and present the UNICEF Integrated Budget, 2022–2025 at the second regular session of 2022. The Report on the Implementation of the Integrated Results and Resources Framework is presented at the Annual Session. | Completed |
| | Para 12: Requests UNICEF, in conjunction with the midterm review of the UNICEF Strategic Plan, 2022–2025, to present a midterm review of the integrated resource plan and the integrated budget. | Annual session 2024 | UNICEF will address this request and present to the Executive Board the midterm review of the UNICEF integrated budget, 2022–2025 at the Annual session of 2024. | In progress |
| 2021/20 Private Fundraising and Partnerships : financial report for the year ended 31 December 2020 | Para 1: Takes note of the Private Fundraising and Partnerships: financial report for the year ended 31 December 2020 (E/ICEF/2021/AB/L.8); | | | n/a |
| | Para 2: Requests UNICEF to present an update on its strategic approach to innovative financing, including planned investments and resource mobilization targets, at the first regular session of 2022. | First regular session 2022 | UNICEF presented this at the first regular session of 2022 within the agenda item on the 2022 Private Fundraising and Partnerships annual budget and workplan. | Completed |