

Office of the Secretary of the Executive Board

DECISION MONITORING TABLE FOR 2019

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.

The full text of each decision is available by clicking on the decision number. 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).

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|--|---|----------------------------------|--|---------------|
| 2019/1 Working methods | Para 4: Requests the Executive Board secretariats to support the core group, upon request, in analysing the effects of its findings and suggestions | | The secretariats of the Executive Boards supported the logistics of the Core Group on a monthly rotational basis. In a joint effort, the secretariats compiled the annex to the written account containing information requested by the Core Group members during the course of their discussions. | Completed |
| | Para 5: Looks forward to the written account of the core group, to be presented at the joint meeting of the Boards in May 2019, for subsequent consideration of its findings and recommendations by the members and observers of the respective Boards of UNDP, UNFPA and UNOPS, UNICEF, UN-Women and WFP | Joint meeting of the Boards 2019 | The final written account of the Core Group was shared with Board members and observers on 17 May 2019 and presented at the joint meeting of the Boards on 31 May 2019, for subsequent consideration of its findings and recommendations by the members and observers of the respective Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP. The written account was accompanied by an annex compiled by the secretariats of the funds and programmes containing information requested by the Core Group members during the course of their discussions. | Completed |
| 2019/4 UNICEF programme cooperation | Encourages UNICEF to increase conformity between country programme cycles and United Nations Development Assistance Framework | | | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|---|----------------------------|---|---------------|
| | cycles through the active use of country programme extensions | | | |
| 2019/5 Evaluation reports and management responses | Para 3: Requests management to provide responses to all aspects of the recommendations of the formative evaluation of the Out-of-School Children Initiative, including by providing concrete implementing actions for recommendations related to the provision of adequate resources, harnessing the expertise and capabilities of Out-of-School Children Initiative technical partners and cooperating with government officials | | The updated management response to the recommendations of the formative evaluation of the Out-of-School Children Initiative is available from: www.unicef.org/evaluation/executive-board | Completed |
| | Para 6: Requests UNICEF, in accordance with Executive Board decision 2018/2, to provide an update on the implementation of recommendations set out in these evaluation reports and agreed to in management responses as part of the annual report on the evaluation function in UNICEF at the annual session of 2020. | Annual session 2020 | Progress on the implementation of recommendations set out in evaluation reports and agreed to in management responses is being monitored and published on the Evaluation Office website in the form of updated management responses available from: www.unicef.org/evaluation/executive-board All evaluation reports and management responses are published externally, including the updated management responses. | Completed |
| 2019/6 UNICEF financial report and audited financial statements for the year ended 31 December 2017 and report | Para 4: Requests UNICEF to ensure the full implementation of all outstanding and current recommendations of the Board of Auditors and related recommendations of the Advisory Committee on Administrative and Budgetary Questions in a prompt and timely manner | First regular session 2020 | Updates on the implementation of all outstanding and current recommendations were provided in the management response to the report of the Board of Auditors, presented to the Executive Board at the first regular session of 2020. The Advisory Committee on Administrative and Budgetary Questions has recognized that UNICEF, among the United Nations System agencies, has significantly increased the implementation rate of the recommendations of the Board of Auditors. | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|----------------------------|---|---------------|
| of the Board of Auditors | Para 5: Encourages UNICEF to strengthen efforts to tackle areas of recurring audit recommendations and to effectively address the root causes of the problems highlighted by the Board of Auditors | First regular session 2020 | Updates on recurring audit recommendations were provided in the management response to the report of the Board of Auditors and presented to the Executive Board at the first regular session of 2020. The Advisory Committee on Administrative and Budgetary Questions has recognized that UNICEF, among the United Nations System agencies, has significantly increased the implementation rate of the recommendations of the Board of Auditors. Efforts to address root causes of the problems highlighted by the Board of Auditors are ongoing and updates will be presented in future reports. | Completed |
| | Para 6: Recalls its decision 2018/3 and requests UNICEF to present an analysis of reported cases of fraud or presumptive fraud, of underlying causes and of the potential for increasing the recovery of losses related to such fraud at the 2019 annual session | Annual session 2019 | The requested information was included in the Office of Internal Audit and Investigations 2018 annual report to the Executive Board and its management response, presented at the 2019 annual session of the Executive Board. | Completed |
| 2019/7 Private Fundraising and Partnerships: 2019 workplan and proposed budget | Para 3: 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; | | <p>UNICEF monitors market trends together with National Committees and country offices on a regular basis to be responsive to new opportunities as they emerge. The Private Fundraising and Partnerships: 2019 workplan and proposed budget presented to the Board at the first regular session of 2019 was responsive to emerging trends. In 2019, UNICEF placed increased emphasis on growing individual donors in emerging markets, testing innovative approaches and engaging in shared value partnerships to augment results for children.</p> <p>Amidst the coronavirus disease 2019 (COVID-19) pandemic, UNICEF is pursuing several strategies to maintain and promote the mobilization of resources for children, including building on the UNICEF brand and experience, pivoting from a model mostly based on face-to-face fundraising to enhancing its donor engagement through direct marketing, as well as finding new partners with shared values and partnering with those corporations that have a shared interest to improve children's lives throughout the crisis and beyond.</p> | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|-----------------------------|--|---------------|
| | Para 4: Requests UNICEF to include in its report on key expected results for 2019 a set of measurable indicators and targets for the six outcomes and their respective outputs at the second regular session of 2019, as part of the Private Fundraising and Partnerships: financial report for the year ended 31 December 2018 | Second regular session 2019 | | Completed |
| 2019/8 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 | Para 2: [...] requests [UNICEF] to continue to support and contribute to the full implementation of the reinvigorated resident coordinator system, including a matrixed, dual-reporting model, with United Nations country team members accountable and reporting to their respective entities on individual mandates, and periodically reporting to the resident coordinator on their individual activities | | In 2019, inputs from the resident coordinators started being included in the performance appraisals of all the UNICEF Representatives. All UNICEF Representatives have an indicator in their work plan that reflects participation in the United Nations country team and support to the resident coordinator. UNICEF is engaged in the Development Coordination Office-led interagency discussions on guidance for the transitional performance appraisal system for resident coordinators and United Nations country teams and is committed to its implementation once the guidance will be finalized. UNICEF is also actively engaged with the Development Coordination Office to strengthen the resident coordinators pool and support qualified UNICEF staff throughout the process to join the pool. | Completed |
| | Para 3: Calls on UNICEF to provide written, harmonized agency-specific information to the Executive Board at its annual session of 2019 on the implementation of resolution 72/279, based on the information previously provided during informal consultations | Annual session 2019 | UNICEF provided a background note to the Executive Board ahead of the 2019 annual session on the implementation of resolution 72/279. The format and approach of this document was harmonized with UNDP, UNFPA, UNOPS and UN-Women, but included agency-specific information for UNICEF. | Completed |
| | Para 4: Recognizes the importance of improving efficiency and effectiveness in administrative support services through, inter alia, enhancing inter-agency cooperation, and encourages the Executive Director of UNICEF to continue to take action as appropriate in these areas | | UNICEF continues to work towards driving efficiency and effectiveness in administrative support services, in line with inter-agency efforts, under the leadership of the UNSDG Business Innovations Group, and where there is a clear business case. UNICEF has reported on efforts in this regard in its background note under item 12 of the 2019 annual session of the Executive Board. | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|-----------------|---|---------------|
| | Para 6: Requests UNICEF to continue to support the Secretary-General to collaboratively implement a new generation of United Nations country teams, with needs-based tailored country presence, to be built on the United Nations Development Assistance Framework and finalized through open and inclusive dialogue between the host Government and the United Nations development system, facilitated by the resident coordinator, to ensure the best configuration of support on the ground as well as enhanced coordination, transparency, efficiency and impact of United Nations development activities, in accordance with national development policies, plans, priorities and needs | | UNICEF actively participated in the interagency efforts to draft the guidance for the new United Nations Sustainable Development Cooperation Framework (UNSDCF), which replaces the United Nations Development Assistance Framework (UNDAF). The UNSDCF guidance was agreed by the UNSDG in May 2019 and agreed by the Principals of the funds and programmes in May 2019. UNICEF is committed to continuing its full engagement in the implementation of a new generation of United Nations country teams with need-based, tailored country presence, under the guidance of the Secretary-General and has adapted its own guidance on the development of Country Programme Documents and Programme Strategy Notes to be fully aligned with the guidance on the new UNSDCF. | Completed |
| | Para 7: [...] requests UNICEF to contribute to the Secretary-General's report on the cost-savings and efficiency gains and their redeployments and to update the Executive Board through existing reporting mechanisms | | UNICEF provided inputs to the Secretary-General report where requested by the United Nations Department of Economic and Social Affairs and the United Nations Development Coordination Office. UNICEF provided updates to the Executive Board on these issues and will continue to do so in future sessions. | Completed |
| 2019/9 Working methods | Para 5: Requests UNICEF, in collaboration with UNDP, UNFPA, UNOPS, UN-Women and WFP, to organize joint informal briefings/consultations and strongly encourages that they be scheduled within socially acceptable hours to allow the WFP Executive Board to participate from Rome; | | Joint informal briefings were scheduled for the second regular session of 2019, in collaboration with UNDP, UNFPA, UNOPS, UN-Women and WFP. | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|-----------------|---|-----------------------------|---|---------------|
| | Para 6: Also requests the secretariat of the UNICEF Executive Board, in collaboration with [...] UNDP/UNFPA/UNOPS, UN-Women and WFP, to present initial proposals to improve the working methods of the joint meeting of the Boards, including an optimal timing for convening the joint meeting of the Boards, for consideration by Member States at the second regular session of 2019 [...]; | Second regular session 2019 | The requested information was presented at the second regular session of 2019 in a joint paper prepared by the secretariats of the UNICEF Executive Board, in collaboration with the secretariats of the UNDP/UNFPA/UNOPS, UN-Women and WFP Executive Boards. | Completed |
| | Para 7: Further requests that the secretariat propose different alternatives for adjusting the date of the second regular session, mindful that it does not overlap with the other schedules, for consideration by the Executive Board at the second regular session of 2019; | Second regular session 2019 | The requested information was presented at the second regular session of 2019 in a joint paper prepared by the secretariats of the UNICEF Executive Board, in collaboration with the secretariats of the UNDP/UNFPA/UNOPS, UN-Women and WFP Executive Boards. | Completed |
| | Para 8: Requests that an informal meeting of the Presidents of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP [...] be held on a regular basis for enhanced harmonization of common issues [...] and that the outcome of the meetings be shared with the wider membership; | | The first informal meeting of the Presidents of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP for 2020 took place in January. | Completed |
| | Para 9: Affirms the need to elect the Bureau members early on to minimize leadership gaps and enhance the efficient functioning of the Presidency and Executive Board at large; | | | Completed |
| | Para 10: Recommends that, for continuity and smooth transition between outgoing and incoming Bureaux [...], regional groups could | | | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|-----------------|---|-----------------------------|---|---------------|
| | consider taking appropriate measures so that one of the Vice-Chairs/Vice-Presidents of the Bureau can take on the Chair/Presidency and could be effective in that capacity in the following year; | | | |
| | Para 10: Requests that the secretariat, in collaboration with [...] UNDP/UNFPA/UNOPS and UN-Women, continue convening consecutive formal sessions of the Executive Boards in order to avoid gaps between the formal sessions of the various Executive Boards; | | | Completed |
| | Para 13: Also requests that the secretariat present practical proposals for improving the efficiency of the sessions of the Executive Board, including by reviewing the agenda items and the Board's efficient consideration of these, for deliberation and consideration by the Executive Board at the second regular session of 2019; | Second regular session 2019 | | Completed |
| | Para 14: Further requests that the Executive Board, with the support of the secretariat, make its sessions interactive, while securing the time slot for group and national statements as appropriate and necessary; | | At the request of the Bureau, the UNICEF secretariat invited external speakers to the 2019 annual session (ICRC representative; members of the Independent panel on the UNICEF response to protection from sexual exploitation and abuse; and the Victims' Rights Advocate) for increased interactivity. Moreover, the Executive Director was present throughout the session and addressed all issues raised by Member States. This practice, as requested by the Board, will be maintained in future sessions. | Completed |
| | Para 15: Requests that, while encouraging interactive discussions, any format for enhanced interaction with the heads of the agencies should contain follow-up actions within existing mechanisms; | | | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|-----------------|---|-----------------------------|---|---------------|
| | Para 16: Encourages the heads of agencies, funds, programmes and entities participating in Board sessions to provide the full texts of their statements or opening remarks (presentation) online in advance and deliver shorter statements at the Executive Board sessions. | | It is standard practice that the Executive Director of UNICEF provide the full text of her statement online in advance and deliver a shorter statement at the Executive Board session. | Completed |
| | Para 17: Strongly encourages the President to enforce implementation of time limits for statements; | | At the 2019 annual session, the President enforced for the first time a three-minute time limit for individual delegations and a five-minute limit for delegations speaking on behalf of a group. The policy was supported by an on-screen timer and blinking microphones to notify the speakers. | Completed |
| | Para 18: Affirms the participation of diverse stakeholders in Executive Board sessions with full respect of the relevant clauses in the rules of procedure and based on the agreement of the Executive Board, recalls decision 2018/14, paragraph 11, and reaffirms the importance of giving due consideration to gender parity in the composition of panelists participating in the Executive Board; | | At the request of the Bureau, the UNICEF secretariat invited external speakers to the 2019 annual session (ICRC representative; members of the Independent panel on the UNICEF response to protection from sexual exploitation and abuse; and the Victims' Rights Advocate). | Completed |
| | Para 19: Requests the Bureau to decide the destination of field visits two years in advance, while allowing the flexibility to change host countries if circumstances dictated [...]; | Second regular session 2019 | The requested information was presented to the Executive Board prior to the second regular session of 2019. | Completed |
| | Para 20: Also requests the Bureau [...] to consult with the Bureaux of the Executive Boards of UNDP/UNFPA/UNOPS, UN-Women and WFP to coordinate for the selection of field visits and to propose harmonized criteria for individual field visits, for evaluation by the | First regular session 2020 | The harmonized 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 was presented for the consideration of all the Executive Boards at their respective 2020 first regular sessions. | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|---|---------------------|--|---------------|
| | Board at the first regular session of 2020; | | | |
| | Para 21: Further requests the secretariat of UNICEF to circulate proposed draft decisions to the wider membership at least four weeks prior to each session [...] and reiterates its strong encouragement to Member States to provide their comments on draft decisions [...], prior to the start of the session [...]; | | UNICEF took note of the request and circulated the proposed draft decisions to the wider membership at least four weeks - instead of two weeks as per previous practice – prior to each session. | Completed |
| | Para 22: Requests the secretariat, in collaboration with [...] UNDP/UNFPA/UNOPS, UN-Women and WFP, to track the implementation of Executive Board decisions using the matrix of common use as attached to the written account of the core group; | | The 2019 decision monitoring table of UNICEF has been adapted to reflect the structure of the matrix of common use that was attached to the written account of the core group. | Completed |
| | Para 23: Also requests the secretariat to distribute the minutes of Bureau meetings to members and observers of the Executive Board once these minutes have been approved by the Bureau; | | Once approved by the Bureau, the minutes of Bureau meetings will be distributed electronically to members and observers of the Executive Board, starting from the June 2019 Bureau meeting. | Completed |
| | Para 24: Reiterates the request that the secretariat of the Executive Board of UNICEF regularly update the joint online calendar of all Board meetings in real time [...]. | | UNICEF will continue updating on a regular basis and in real time the online joint calendar of the Executive Boards. | Completed |
| 2019/10 Annual report for 2018 of the Executive Director of UNICEF | Para 2: Requests UNICEF to include in future reporting to the Executive Board on the implementation of the QCPR the milestones and targets set out for each reported QCPR indicator; | Annual session 2020 | UNICEF reported in the data companion and scorecard to the annual report of the Executive Director for 2019 on all QCPR indicators that have milestones and targets in the integrated results and resources framework. | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|--|---|-----------------------------|--|---|
| 2019/11 Annual report on UNICEF humanitarian action | Para 4: Requests UNICEF to include information on the revision process of the Core Commitments for Children, including a time plan, in the oral update on humanitarian action at the second regular session of 2019. | Second regular session 2019 | | Completed |
| 2019/14 Evaluation reports and management responses | Para 2: [...] takes note with appreciation of [...] the increase in spending on evaluation to 0.8 per cent of total programme expenditure in 2018, and requests UNICEF to reach the target of 1 per cent by the end of 2019, in accordance with its decision 2018/10; | End 2019 | Evaluation expenditure is now closer to the 1% target outlined in the evaluation policy. For the 2021 evaluation cycle, evaluation expenditure was at 0.91 per cent of overall programme expenditure. | In progress |
| | Para 3: [...] notes with concern a reduction in the evaluation rate in some regions and the substantial increase in management-response actions that are not yet started, and requests UNICEF to address these issues and report back to the Executive Board at the annual session of 2020; | Annual session 2020 | Improvements have been noticed in the implementation rate on management response actions. To date, 77% of 2018 management response actions have been completed, 19% are underway and 4% have not started. For evaluations completed in 2019, 35% are completed, 48% are underway and 17% not started. It is anticipated that the percentage of actions that are completed will increase in 2021 as lockdown measures that characterised 2020 are lifted and offices have more room to implement management response commitments. | Completed |
| | Para 4: [...] requests UNICEF to hold an informal briefing on the evaluation on innovation on the margins of the second regular session of 2019 and to present the report and its management response at the first regular session of 2020; | Second regular session 2019 | | Completed |
| | | First regular session 2020 | | Completed |
| | Para 5: Requests the Evaluation Office to demonstrate progress in building its capacity to undertake gender-based analysis in evaluations and include this analysis in summary reports to the Executive Board; | | | The Evaluation Office issued guidance on Gender in Evaluation in 2019 to ensure that managers are aware of what to look for in evaluations. Evaluation managers have since been working with regional gender advisors and gender specialists at the global level to ensure adequate gender analysis in evaluations. |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|-----------------|---|--------------------|---|---------------|
| | | | <p>Gender experts reviewed the terms of reference, inception reports, draft reports and final reports to ensure that gender had been adequately covered. Moreover, the Evaluation Office presented the evaluation of the UNICEF Gender Action Plan to the Executive Board in June 2020.</p> <p>Gender in Evaluation will be a special topic also in the Evaluation Learning Programme being rolled out in 2020.</p> <p>The Evaluation Office has conducted webinars on the guidance on gender-based analysis in evaluation for evaluation staff at all levels of the organization as well as a module on Gender Responsive monitoring and evaluation in the self-paced course on AGORA to reach even more staff.</p> | |
| | Para 7: Requests UNICEF to develop structured approaches to accountability towards affected populations and to country-level dialogue with implementing partners about humanitarian principles; | Q2 2020 | An initial draft of the Accountability to Affected Populations handbook was finalized in November 2019 and circulated to regional offices, country offices and specific sections in NYHQ for feedback. It was translated into three languages and published in June 2020. | Completed |
| | Para 8: Encourages all country offices in complex humanitarian emergencies to make use of vulnerability analysis clearly identifying the girls and boys most in need; | Q4 2020 Ongoing | <p>UNICEF is working to provide more granular vulnerability analysis to identify those most in need. Acknowledging the efficiency and effectiveness of developing vulnerability analysis as a “collective good”, EMOPS and DAPM are actively participating in the inter-agency process for revising the 2021 Inter-Agency Standing Committee (IASC) Operational Guidance for Coordinated Assessments in Humanitarian Crises. Led by the United Nations Office for the Coordination of Humanitarian Affairs, a Joint Intersectoral Assessment Framework is being developed that includes consideration of both severity ranking and vulnerability analysis. UNICEF will continue to engage in refining the Framework to ensure that it adequately identifies the girls and boys most in need.</p> <p>In 2019, EMOPS provided direct support to 10 country offices to support improvement in the quality of Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP) processes. Similar support was offered in 2020 and UNICEF has also provided inputs on the development of the HNO and HRP guidance for 2021. UNICEF inputs aligned with the revised Core Commitments for Children (CCCs) on the development of the humanitarian programme cycle 2021 guidelines were incorporated (HNO/HRP) and the HPC guidelines development finalized.</p> | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|--|---|--|---|---------------|
| | | | UNICEF-led clusters and areas of responsibility will continue support to the HRP countries during 2021. EMOPS shared a communication with the representatives of the HRP countries with the latest guidelines and summary of changes to help the 2021 humanitarian appeal planning process. | |
| | Para 9: Requests UNICEF to demonstrate progress towards resolving the dilemma of how to balance coverage and equity in complex humanitarian emergencies in the annual report for 2019 on the evaluation function in UNICEF, which will be presented to the Executive Board at its annual session in 2020. | Annual session 2020 | EMOPS has been leading the revision of the Core Commitments for Children in Humanitarian Action, through an inclusive and consultative process including Country Offices (COs), Regional Offices (ROs) and HQ (Headquarters), as well as partners (UN, INGOs), and external stakeholders and humanitarian experts. The CCCs will be released in Q1 2020 and rolled out throughout the year 2020. The new CCCs reflect the diversity of humanitarian crises, updated norms and standards, in line with global humanitarian policy and architecture, and the way the organization operates, with its partners, to remain a principled, timely, predictable and efficient humanitarian actor. The new CCCs entail a corporate commitment related to coverage and equity in complex humanitarian emergencies, committing all COs to have a context-specific strategy for reaching the most vulnerable groups, which provides guidance on the parameters to consider for the COs to determine how to ensure that their programming will balance coverage, quality and equity. Operational Guidance for the fulfilment of this commitment will be developed and provided to all COs in 2020 (published in June 2020). | Completed |
| 2019/15 Report of the Ethics Office of UNICEF for 2018, and management response | Para 3: Requests UNICEF to fully implement the UNICEF-related recommendations of the Joint Inspection Unit in its review of whistle-blower policies and practices in United Nations system organizations (JIU/REP/2018/4) and requests the Ethics Office to report on progress at the annual session of 2020; | Annual session 2020 [Agenda item moved to the second regular session 2020] | The whistle-blower protection policy was revised and implemented in 2018. The revised policy will continue to be evaluated and will be formally reviewed in 2020. | Completed |
| | Para 4: Recalls its decision 2018/11 and requests UNICEF to share a summary of the results and recommendations of the Global Staff | Annual session 2020 | The Global Staff Survey was launched on 15 June 2020, with more than 50% of the questions being either entirely new or significantly changed to reflect issues raised in the Independent Task Force report, as well as the important discussion on racism. UNICEF presented a summary of | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|--|---|---------------|
| | Survey 2017 with the Executive Board, and to share a similar summary of the upcoming Global Staff Survey 2019 with the Board at its annual session of 2020; | [Agend a item moved to the second regular session 2020] | the 2020 Global Staff Survey results with the Executive Board at the second regular session of 2020. | |
| | Para 5: Recalls its decision 2018/11 and [...] requests UNICEF and the Ethics Office to conduct an assessment of the level of resources provided to the Office, with a view to fulfilling its mandate, and requests the Office to present the results to the Executive Board at its annual session of 2020. | Annual session 2020 [Agend a item moved to the second regular session 2020] | As of June 2020, the Ethics Office was finalizing the separation from the Office of the Executive Director. The newly established office is administratively independent and managed under its own business area with a separate budget envelope. Also, as of March 2020, the title of the Head of Office was changed from “Principal Advisor” to “Director” bringing it on par with the Heads of Offices of the other Independent Offices (OIAI and Evaluation). These changes meant to demonstrate and emphasize the institutional importance and weight of the Ethics function, ensuring that the head of the Ethics Office continued to be a member of the Global Management Team, in line with the recommendation of the 2010 Joint Inspection Unit Report on Ethics in the United Nations System that the head of the Ethics Office has to have a seat at the table. The recommendation to increase the staffing of the Ethics Office was considered as part of the midterm review of the UNICEF Strategic Plan, 2018-2021. | Completed |
| 2019/16 Office of Internal Audit and Investigations 2018 annual report to the Executive Board, and management response | Para 6: Encourages UNICEF management, in its reporting on sexual exploitation and abuse and sexual harassment, to further enhance transparency on the total number of initial reports and on how the actions to tackle sexual exploitation and abuse ensure a victim-centred approach and are aligned with United Nations system-wide efforts; | Annual session 2020 [Agend a item moved to the second regular session 2020] | OIAI continues to work with the Office of the Executive Director to implement the newly revised internal reporting mechanism on sexual exploitation and abuse for implementation, consistent with changes in tracking tools across the United Nations community. OIAI also continues to work with the Office of the Executive Director on PSEA reporting and related matters, with a focus on strengthening victim-centered approaches. OIAI is a member of the Inter-Agency Standing Committee and the Executives Board for Coordination task force on improving investigations which includes development and updating of standard operating procedures around the victim-centered approach. | Completed |
| | Para 9: Encourages UNICEF to strengthen the systematic prevention and detection of and response to fraud and misconduct in all its forms in | | UNICEF has continued to implement the Anti-Fraud Strategy launched in 2018 and anti-fraud awareness activities and training were reinforced in 2019 with the successful introduction of a mandatory online course on fraud awareness for all UNICEF staff. In a major effort to reach the | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|---|---|---------------|
| | accordance with the UNICEF Anti-Fraud Strategy [...]; | | <p>highest audience possible, the course was launched in English, French and Spanish.</p> <p>UNICEF is also working with six other United Nations agencies to finalize a fraud-awareness training for implementing partners, expected to be available in Q4 of 2020 in four languages. Additionally, in 2019, a more detailed fraud-risk assessment was included in the annual risk assessment exercise. It will provide useful information for analysis and application of mitigation measures, as well as aggregating, reporting and monitoring at appropriate organization levels.</p> | |
| | Para 11: Requests the Office of Internal Audit and Investigations to fill all existing vacancies and requests UNICEF to ensure that the Office is adequately resourced. | | All vacancies referred to by the Executive Board have been filled. However, additional posts have since fallen vacant and additional posts for investigations have been added, the majority of which have now been filled. These new vacancies are part of the UNICEF broadly review of strategy and structure of the Investigations Section. UNICEF ensures OIAI is adequately resourced during the preparation and review of its Strategic Plan. While additional resources for OIAI were not provided as a result of the midterm review of the Strategic Plan, 2018–2021, OIAI will be proceeding with a revised strategy for its Audit Section and seeking additional resources to support it in the next Strategic Plan. | Completed |
| 2019/17 Update on policies and processes of UNICEF on tackling sexual exploitation and abuse and sexual harassment | Para 2: Requests that UNICEF present the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority and its management response at the second regular session of the Executive Board in 2019; | Second regular session 2019 | | Completed |
| | Para 3: [...] stresses the need for adequate resources; and requests that UNICEF present an update on the implementation of the strategy at the annual session of 2020. | Annual session 2020 [Agenda item moved to the second regular | UNICEF presented an oral update at the first regular session of 2020, and a written report was prepared for the annual session of 2020, 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. As this agenda item has been postponed to the second regular session, due to the current COVID-19 pandemic, | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|--|--|-----------------------------|---|---------------|
| | | session 2020] | additional updates covering Q 2 and Q3 of the year will be included in the oral presentation. | |
| 2019/18 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 | Para 2: Requests UNICEF to work towards adequately sequencing entity-specific country programme documents so that the individual programmes derive directly from the new United Nations Development Assistance Framework (now renamed United Nations Sustainable Development Cooperation Framework), which is to be prepared and finalized in full consultation and agreement with national Governments [...] and requests UNICEF to provide an update at the next session of the Executive Board on adjustments required; | Second regular session 2019 | The requirement to align Country Programme Documents (CPDs) to the UNSDCF has now been included in all areas of UNICEF programme planning guidance and is being monitored as part of the quality assurance process. Resident Coordinators at country level are afforded the opportunity to review, comment and endorse UNICEF CPDs presented to the Executive Board for alignment with the priorities of the UNSDCF, in line with the provisions made in the guidance on the UNSDCF. All UNICEF CPDs are directly aligned to the UNSDCF results framework at the outcome level. | Completed |
| | Para 3: Also requests UNICEF to provide, for information at the next session of the Executive Board, a detailed mapping of its regional assets and capacities, in accordance with General Assembly resolution 72/279 and mindful of ongoing discussions on the revamping of the regional approach of the United Nations development system; | Second regular session 2019 | The detailed mapping of regional assets and capacities requested was completed and presented for information during the Second regular session of the Executive Board in 2019. | Completed |
| | Para 4: [...] calls upon the Executive Director of UNICEF to continue to take action to ensure the full achievement of efficiency gains and their redeployment in line with relevant existing mandates [...], as well as to take into account the applicable recommendations of the Joint Inspection Unit in the report on opportunities to improve efficiency and effectiveness in administrative | | UNICEF is fully supportive of the UNDS reform initiatives to improve efficiency in administrative support services by implementing simplified processes and new technologies in the management stream that save time and cost at country level. UNICEF has implemented a corporate governance mechanism for UNDS reform led by the UNICEF Deputy Executive Directors for Partnerships and Management to oversee the implementation of BIG initiatives within UNICEF, including mutual recognition, Business Operations Strategy, common premises and common back office through the provision of policy, guidance, tools, information exchange and training. UNICEF also provides significant support to the interagency BIG team through | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|-----------------|--|-----------------|--|---------------|
| | support services by enhancing inter-agency cooperation (JIU/REP/2018/5); | | secondment of dedicated resources, sharing of internal studies on common back office and guidance on mutual recognition and other areas, which act as a model for other agencies. UNICEF also supports other agencies in achieving their efficiencies by sharing best practices from the UNICEF Global Shared Services. Finally, UNICEF leads a number of interagency networks in human resources and finance to exchange information on technology and process simplification across the United Nations system. | |
| | Para 5: Requests regular updates to the Executive Board on efficiency gains and their redeployments, through existing reporting mechanisms; | | UNICEF has consistently provided regular updates on the issue of efficiency gains, in line with work and action by the UNSDG Business Innovation Group, using regular reporting to the Executive Board, including on reform implementation and implementation of the Funding Compact commitments. | Completed |
| | Para 6: Also requests UNICEF to continue to support the efforts of the Secretary-General to develop a tracking system to monitor efficiency gains; | | UNICEF has developed a methodology and quality assurance system for tracking and reporting on efficiency gains in operational areas and is reporting internally on a quarterly basis. | Completed |
| | Para 7: [...] calls on UNICEF to implement the 1 per cent levy, as applicable, as per the operational guidance for implementing the coordination levy (12 March 2019) issued by the United Nations Development Coordination Office; | | UNICEF has commenced collection of the levy from donors on applicable contributions, in line with the system-wide operational guidance issued by the Development Coordination Office, and in accordance with advice from donors on dates of ‘entry into force’ and methods of levy collection. | Completed |
| | Para 8: Recalls its decision 2018/15 and notes that the agency-administered option for collecting the coordination levy adds administrative tasks to UNICEF and requires adjustments to agency administrative processes, and requests UNICEF to provide information on the adjustments and to promptly report to the Executive Board on any additional transaction and administrative costs associated with the administration of the levy, within existing reporting; | | UNICEF has continuously updated the Board on its levy implementation through a dedicated UNDS Information Note presented before every Board session. Ahead of the 2020 annual session, UNICEF published a separate annex detailing its experience with the levy. Any possible additional transaction and administrative costs associated with the levy will be reported in a system-wide manner as part of the Deputy Secretary-General’s planned review in 2020. Detail information is contained in Annex 2 of the Information Note . | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|----------------------------|---|---------------|
| | Para 10: Encourages UNICEF, in collaboration with [UNDP, UNFPA] and UN-Women, to place special emphasis on the implementation of their respective strategic plans, including the common chapter on joint programming, in accordance with their respective mandates and comparative and collaborative advantages, and to report at the annual session in 2020, including through the midterm reviews of their respective strategic plans, where and how the inter-agency process among the United Nations funds and programmes has led to greater efficiencies and effectiveness. | Annual session 2020 | UNICEF undertook the midterm review of its Strategic Plan in the second half of 2019 and early 2020 and presented the subsequent report to the Executive Board at the 2020 annual session. The report and its annexes include an analysis of where and how the inter-agency process among the United Nations funds and programmes has led to greater efficiencies and effectiveness and how this is being measured. | Completed |
| 2019/20 Working methods | Para 3: Requests the secretariat of UNICEF, in collaboration with the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS and UN-Women, to present to the Executive Board for deliberation and consideration at the first regular session of 2020 an example of an annual programme of work, including informal briefings, for each of the three options presented in the joint response, with corresponding explanatory narratives on the envisaged changes and their expected effect on Board oversight, effectiveness and efficiency, as well as further elaboration on the listed issues of joint relevance and interest to all Boards. | First regular session 2020 | The joint response of the Executive Board secretariats on the working methods of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP was presented for consideration of all the Executive Boards at their respective 2020 first regular sessions. | Completed |
| 2019/23 Structured dialogue on | Para 2: Requests UNICEF to present more information on the innovative | Second regular | UNICEF presented more information in the Private Fundraising and Partnerships: financial report for the year ended 31 December 2019 presented in September 2020 on innovative financing results in 2019, | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|--------------------------------|--|---------------|
| financing the results of the UNICEF Strategic Plan, 2018–2021 | financing mechanisms mentioned in the report; | session 2020 | including public-private engagement and partnerships. UNICEF is exploring options for sharing more information, including through informal consultations with interested Board members. | |
| | Para 3: [...] encourages UNICEF to continue dialogue with all United Nations development system entities and Member States to jointly make progress towards compliance with their mutual and interdependent funding compact commitments; | | UNICEF continues to engage with the other United Nations funds and programmes to jointly make progress towards compliance on the funding compact commitments. UNDP, UNFPA and UNICEF agreed to hold at least one joint informal per year and UN-Women held a first joint interagency informal in January 2020. UNICEF will continue to work with other agencies and Member States to make progress towards Funding Compact commitments. | Completed |
| | Para 4: Requests UNICEF, as part of its reports on structured funding dialogues, to present harmonized annual reporting on the implementation of its entity-specific commitments and contribution to the collective commitments of the funding compact, including adding annual milestones, examples of country-level impact and a forward-looking narrative outlining intended progress for those milestones not yet realized, ahead of the second regular session of 2020 of the UNICEF Executive Board; | Second regular session 2020 | UNICEF, UNDP, UNFPA and UN-Women have discussed and agreed on a harmonized template for reporting entity-specific commitments and contribution to collective commitments. The harmonized template is available as an annex to the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 report presented at second regular session 2020. | Completed |
| | Para 5: Recalling its decision 2018/15, requests UNICEF to further review the format and content of the report on the structured funding dialogue with a view to aligning resources, including programmatic, with expected results as set out in the UNICEF Strategic Plan, 2018–2021, taking into account annual information on regular and other resources and financial gaps and projections as they relate to specific organizational or programmatic objectives and results as well as | First regular session of 2020 | UNICEF is actively engaged with UNDP, UNFPA and UN-Women to improve collaboration on structured funding dialogues and, pursuant to the Executive Board decision, the agencies held on 23 January 2020 a joint briefing on options to improve the structured funding dialogues. | Completed |
| | | Second regular session of 2020 | UNDP, UNFPA, UNICEF and UN-Women held a first joint interagency informal briefing in January 2020 during which a proposal was presented to the Executive Board on improving the quality of the structured funding dialogue, including the report. The proposal was received positively by the Member States. UNICEF will present resource gaps and projections as they relate to UNICEF programmatic results at the second regular session 2020. | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|--|--|-----------------|--|------------------------------------|
| | proposed solutions, and to present, by the first regular session of 2020, options on improving the quality of the structured funding dialogues, both informal briefings throughout the year and the formal dialogue at the second regular session. | | | |
| 2019/24 Evaluation report on strengthening child protection systems: evaluation of UNICEF strategies and programme performance, and management response | Para 2: Requests UNICEF to take the evaluation’s recommendations forward, including to prioritize the interventions found to be the most effective and sustainable, and to consider the different levels of development of a child protection system within countries; | | The 2021 child protection systems strengthening (CPSS) technical paper (mentioned below) Part III offers a menu of high-priority CPSS interventions, together with a tool to support countries in identifying the most appropriate and context-specific interventions across the humanitarian-development-peace nexus. | Completed |
| | Para 3: Looks forward to the forthcoming paper on the organization’s child protection systems-strengthening approach, and requests UNICEF to clarify its conceptual approach throughout the organization; | | The paper was finalized and published in October 2021 after multiple iterations and drafts for consultation. The paper includes three distinct parts: (I) UNICEF CPSS approach; (II) Benchmarks and phases of CPSS; and (III) High-Priority CPSS interventions. https://www.unicef.org/documents/child-protection-systems-strengthening | Completed |
| | Para 4: Encourages UNICEF to look into ways to measure how the development of a systems-based approach helps to reduce individual child protection issues, as part of its child protection systems-strengthening approach paper; | | | In progress – incorporate in paper |
| | Para 5: Also encourages UNICEF to improve its multisectoral collaboration with national Governments, relevant United Nations entities and other relevant institutions, in accordance with their respective mandates, in order to strengthen child protection systems at the country level; | | | In progress |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|--|-------------------------|---|---------------|
| | Para 6: Requests UNICEF to provide the Executive Board with regular updates on its work in child protection systems-strengthening. | | All the actions agreed to in the management response to the evaluation have either been completed or are under way, and regularly updated in the management response portal. https://eisi.unicef.org/records/4764/managementresponseedit | Completed |
| 2019/25 Report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority, and management response | Para 3: Requests UNICEF to implement the recommendations of the report of the Independent Task Force, including the implementation of a thorough and structured change-management process and organizational culture change, with clear responsibilities, and further requests UNICEF to provide to the Executive Board regular updates on corresponding progress; | 2020 2021 | As of mid-2020, 71 per cent of the Independent Task Force recommendations have been implemented or are on track as planned for implementation. The rest are delayed largely due to funding constraints and the COVID-19 pandemic. A Change Management Secretariat has been established under the oversight of the Deputy Executive Director, Management as of early 2020 and is guiding overall change management/ organizational improvement initiatives in UNICEF. UNICEF continues to implement the Independent Task Force report recommendations and presented its report to the Executive Board at the annual session in 2021. As of mid-2021, around 84 per cent of the Independent Task Force recommendations have been implemented or are on track as planned/ongoing. UNICEF will continue to implement the remaining recommendations. UNICEF will continue to report to the Board on progress on culture whenever requested to do so. | Completed |
| | Para 4: Encourages UNICEF to work towards the eradication of all forms of workplace gender discrimination, sexual harassment, harassment and abuse of authority, with a particular emphasis on addressing the underlying causes as well as on bridging perceived institutional divides between UNICEF staff groups; | 2020 2021 Ongoing | Since June 2020, UNICEF has strengthened its work on discrimination, in particular on racism and anti-Black racism. Updates on this work were included in the 2020 second regular session update to the Executive Board. UNICEF continues to work on eradicating all forms of discrimination and presented its latest report to the Executive Board at the annual session in 2021. The work of the internal Task Team on Anti-Racism and Discrimination in 2020–2021 was helpful in providing clear recommendations for action for UNICEF to do more on diversity, equity and inclusion. This included taking immediate as well as longer-term actions to address underlying causes such as conscious and unconscious biases. | Completed |
| | Para 5: Also encourages UNICEF to ensure that action taken in response to the report of the Independent Task Force reinforces and complements | | Building a stronger values-based culture is a major part of the UNICEF response to protection from sexual exploitation and abuse. In fact, “an organizational culture of zero tolerance” for sexual exploitation and abuse (SEA) and for sexual harassment (SH) is one of the five goals of | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|---|---|--|---|---------------|
| | action taken as part of its response to the independent panel review of the UNICEF response to protection from sexual exploitation and abuse. | | <p>the UNICEF Sexual Exploitation and Abuse and Sexual Harassment Strategy. The actions being taken to build the UNICEF organizational culture are very much in alignment with the actions taken on prevention of sexual exploitation and abuse and sexual harassment, as well as overall ethics-strengthening efforts.</p> <p>For example, ‘zero tolerance’ for all forms of SEA and SH has been included in the new competency framework that was released in 2020, applicable to all staff. At country level, initiatives such as promotion of a ‘speak up’ culture in offices, or the establishment of all female staff committees or the development of local ‘mutual agreements’ amongst staff with respect to acceptable and unacceptable behaviours towards each other, are helping to raise attention on issues of SEA and SH in different contexts.</p> | |
| 2019/26 UNICEF Strategic Plan: updated financial estimates, 2019–2022 | 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 2020 | Information on the progress towards funding the UNICEF reserves for staff liabilities were reported to the Executive Board at the second regular session of 2019 in the UNICEF Strategic Plan: updated financial estimates, 2019–2022 report. An update will be presented at the second regular session of 2020. The update is now a standing item in the financial estimates document, which is presented annually to the Executive Board in compliance with UNICEF Financial Regulations and Rules. | Completed |
| 2019/27 Private Fundraising and Partnerships: financial report for the year ended 31 December 2018 | Para 3: Encourages UNICEF to continue to monitor and analyse closely the reasons behind the shortfalls in private sector fundraising in 2018 and to inform on effective remedial measures where feasible; | | UNICEF analysed the reasons behind the shortfalls in private sector fundraising in 2018 and reported on them in the second annual session of 2019 and 2020. UNICEF continues to closely monitor the ongoing private sector fundraising landscape and significantly pivoted strategies in 2020 as a result of COVID-19 lockdowns. | Completed |
| | Para 4: Also encourages UNICEF to review the private sector revenue growth expectations for the remainder of the Private Sector Plan 2018–2021 ahead of the elaboration of the Private Fundraising and Partnerships: 2020 workplan and proposed budget, to be presented at the first regular session of 2020; | First regular session 2020 / Annual session 2020 | Progress is ongoing in view of the global private sector market contraction. Further review of revenue expectations for the remainder of the plan will be included in the midterm review submission and at the annual session of 2020. | Completed |
| | Para 5: Requests UNICEF to provide, in the Private Fundraising and | Second regular | | Completed |

| <i>Decision</i> | <i>Requests</i> | <i>Deadline</i> | <i>Progress and follow-up action</i> | <i>Status</i> |
|--|--|---|--|---------------|
| | Partnerships: financial report for the year ended 31 December 2019, to be presented at the second regular session of 2020, the result of its collaboration with the other United Nations agencies in engaging with the private sector. | session 2020 | | |
| 2019/28 Cost recovery: joint review of the existing cost definitions and classifications of activities and associated costs | Para 3: [...] requests UNICEF, working with [UNDP/UNFPA/UNOPS, UN-Women], to implement standardized terminology and formatting of integrated budget proposals and financial information in its annual report, recognizing that, while all cost categories and functional clusters will be shown, not all will apply to each organization; | Second regular session 2019/ Second regular session 2020 | Joint work commenced in Q4 2018 and continued in the first half of 2019. Joint Executive Board informal briefings were held in May and August 2019. At the second regular session in 2019, under agenda item 12, the Board was presented with the report titled cost recovery: joint review of the existing cost definitions and classifications of activities and associated costs. The Executive Board approved recommendations 1 and 2 that standardized the enhanced terminology and resulted in greater harmonization in the cost classification. Further modifications of recommendation 3 have been proposed in the preliminary comprehensive review of cost recovery. The mock-up examples of the integrated budget proposals included demonstrate the implementation of standardized terminology and formats. These formats will be applicable to the 2022–2025 Integrated Budget once the Executive Board has made the decision at the second regular session of 2020. | Completed |
| | Para 4: Takes note of recommendation 3, which proposes the creation of separate cost classification line items in the integrated resources plan, to report on and obtain separate appropriations for independent oversight and assurance activities, as well as resident coordinator cost-sharing contributions, and welcomes additional information on this at the first regular session of 2020 to enable further analysis prior to the potential adoption of this recommendation. | First regular session of 2020 | The joint preliminary comprehensive proposal on the cost recovery policy presented at the first regular session responds to the request on recommendation 3 and describes the overall importance of cost recovery while providing additional analysis and an impact assessment of the following: (a) stronger argumentation of why cost recovery is relevant; (b) impact of the differentiated rates; and (c) rationale for the separate budget lines for independent oversight and assurance activities. | Completed |