

Office of the Secretary of the Executive Board

DECISION MONITORING TABLE FOR 2022

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>
First regular session, 8–11 February 2022				
2022/1 Country programme documents	<p>Para 1: Takes note that the country programme documents, including aggregate indicative budgets, for Belize, Eastern Caribbean Area, El Salvador, Greece, Guinea-Bissau, Guyana and Suriname, Honduras, Jamaica, Malaysia, Maldives, Mozambique, Peru, Thailand and Viet Nam (E/ICEF/2022/P/L.1–E/ICEF/2022/P/L.14) were made available to the Member States for their comments and input from 16 November to 6 December 2021;</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 Belize, Eastern Caribbean Area, El Salvador, Greece, Guinea-Bissau, Guyana and Suriname, Honduras, Jamaica, Malaysia, Maldives, Mozambique, Peru, Thailand and Viet Nam (E/ICEF/2022/P/L.1–E/ICEF/2022/P/L.14).</p>			n/a
2022/2 Extensions of ongoing country programmes	<p>Para 1: Takes note of the first two-month extensions of the country programmes for the Plurinational State of Bolivia, Costa Rica and the Dominican Republic; and the 10-month extension of the country programme for Morocco, following a two-month extension, which were approved by the Executive Director and are presented in table 1 of document E/ICEF/2022/P/L.15;</p> <p>Para 2: Approves the 11-month extension of the country programme for Afghanistan, following a two-year extension and a three-month extension; the one-year extension of the country programme for Algeria, following a one-year extension and a two-month extension; and the six-month extension of the country programme for the Syrian Arab Republic, following two previous one-year extensions; a nine-month extension; a three-month extension; a two-month extension; a four-month extension; and an eight-month extension; these are presented in table 2 of document E/ICEF/2022/P/L.15.</p>			n/a

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
2022/3 Establishment of an Assistant Secretary-General position in UNICEF to head the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure	<p>Para 1: Takes note of the context around the administration of COVID-19 vaccines and of the various barriers that are preventing vaccines from being administered in country;</p> <p>Para 2: Also takes note of the need for enhanced cooperation and coordination at the global, regional, subregional and national levels for full, timely and equitable access for all to COVID-19 vaccines, while not diverting resources from other health and humanitarian priorities, including routine immunization programmes;</p> <p>Para 3: Recognizes the role that UNICEF has played and can continue to play in advancing the acquisition, transportation, storage, distribution and administration of COVID-19 vaccines;</p> <p>Para 4: Welcomes the efforts of UNICEF and partners to establish the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure and notes that coordinating the work of this entity at the highest possible global level is a key component for ensuring its success;</p> <p>Para 5: Approves the establishment of the post of Assistant Secretary-General for a two-year period reporting to the Executive Director of UNICEF to carry out the role of Global Lead Coordinator for COVID-19 Vaccine Country Readiness and Delivery, in collaboration with other relevant partners, including the World Health Organization and Gavi, the Vaccine Alliance;</p>			n/a
	<p>Para 6: Requests UNICEF to update the Executive Board on the progress achieved through the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure at its 2022 annual and second regular sessions and 2023 first regular session, under the agenda item entitled “Update on humanitarian action”, among other updates.</p>	<p>Annual session 2022 / Second regular session 2022 / First regular session 2023</p>	<p>Since the beginning of the year, important progress has been made on delivering COVID-19 vaccinations across the 92 “Advanced Market Commitment” (AMC92) countries, with full vaccination coverage increasing from 28 per cent in January 2022 to 48 per cent in July 2022. Among the 34 countries selected for concerted support by the COVID-19 Vaccine Delivery Partnership and that were at or below 10 per cent in January 2022, two thirds have gone beyond 10 per cent and nine countries have exceeded 20 per cent, including Ethiopia, Côte d’Ivoire, Solomon Islands, the Central African Republic, Ghana, Guinea, Sierra Leone, Uganda and Zambia.</p> <p>The last progress update was provided at the first regular session of 2023.</p>	Completed
2022/4 Joint evaluability assessment of the Global Action Plan for Healthy	Takes note of the joint evaluability assessment of the Global Action Plan for Healthy Lives and Well-being for All, its summary (E/ICEF/2022/4) and its management response (E/ICEF/2022/5).			n/a

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Lives and Well-being for All, and management response				
2022/5 Plan for global evaluations, 2022–2025	Para 1: Welcomes and endorses the plan for global evaluations, 2022–2025 (E/ICEF/2022/3);			n/a
	Para 2: Recalls Executive Board decision 2018/2 and requests UNICEF to continue to draw on lessons learned from previous reviews, evaluation reports and management responses to ensure the effectiveness of planned evaluations;		<p>The UNICEF evaluation function continues to prioritize planned evaluations according to identified evidence and knowledge gaps. On the issue of learning lessons from previous reviews, evaluation reports and management responses, in late 2022 the Evaluation Office embarked on a high-level synthesis of UNICEF evaluations to summarize the outcomes of UNICEF’s work and lessons learned over the period of the 2018–2021 Strategic Plan, as well as the first year of the current Strategic Plan, 2022–2025.</p> <p>This work was completed in early 2024 and its results – including, importantly, identified evidence gaps – will directly inform evaluation planning processes from this point forward. In parallel, based on lessons generated from the independent peer review of the UNICEF evaluation function (April 2023) and the subsequent review and revision of the UNICEF evaluation policy, in mid-2023 the Evaluation Office began exploring ways of making its evaluation planning processes more systematic and robust, drawing on examples from other agencies. In 2024, this exploratory work has continued, and in the second quarter of 2024 OIAI colleagues demonstrated to evaluation function colleagues their risk-based approach to audit planning. Taking these information streams together, in early 2025 the evaluation function will be revamping its evaluation planning system in time to inform the development of the plan for global evaluations, 2026–2030.</p>	In progress

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	Para 3: Welcomes that the new plan builds upon lessons learned from the plan for 2018–2021 and requests UNICEF to present a review, including lessons learned, of the plan for 2022–2025 at the second regular session 2025;	Second regular session 2025	UNICEF will conduct a review of the implementation of the plan for global evaluations, 2022–2025, to be presented at the second regular session of 2025. The review will identify lessons that can be used in the development of the plan for global evaluations for the next quadrennium.	In progress
	Para 4: Encourages UNICEF to expand the use of rigorous impact evaluations in the period up to 2025, particularly in thematic areas where new approaches have potential for scaling-up or where existing impact evidence on approaches is lacking;		The UNICEF evaluation function has been moving this agenda forward on several fronts by increasing its capacity for and delivery of impact evaluations, defining a Strategy and Action Framework to evaluate impact (the draft of which is currently out for comment across the organization), and incorporating concrete commitments on impact evaluations into the plan for global evaluations, 2022–2025. With regard to specific exercises, we have launched impact feasibility assessments for the integration of impact components into two UNICEF-UNFPA global programmes (Child Marriage and FGM); embarked on rigorous joint UNICEF-WFP-FAO impact evaluations in humanitarian and fragile contexts of several countries in the MENA, WCAR and ESA regions; designed digital RCTs in collaboration with the Innovation Office in ECAR; and are currently in the process of developing, together with the other knowledge and evidence functions (research, data, knowledge management): <i>A UNICEF evidence strategy for learning and accountability on social protection</i> , a comprehensive evidence-generation effort on shock-responsive social protection. We have also been active at the normative agenda-setting level. For example, we have catalysed global discussion on new challenges in impact evaluation by leading and contributing to panel discussions at the European Evaluation Society conference and OECD/Development Assistance Cooperation global forum, and by leading discussions with our UNEG counterparts on how to build capacity and partnerships, and promote a range of innovative, cost-effective and rapid solutions to measure impact- and outcome- level change. Most centrally, we have developed a strategy paper to help guide the	Completed (Noted/Ongoing)

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			organization's work in this area; this document, <i>Strategy and Action Framework to evaluate impact</i> , is currently in draft and is being reviewed and commented on by colleagues across the organization and by our partners. Finally, we have significantly ramped up our capacity development efforts on impact evaluation as well: our Executive Course for Future Evaluation Leaders (ExCEL), a two-week, in-person national evaluation capacity development course designed for UNICEF staff and national partners, includes an impact evaluation component.	
	Para 5: Reaffirms the importance of evaluation as an essential tool for learning and accountability and further requests UNICEF to ensure adequate resources for the implementation of the plan for global evaluations, 2022–2025;		The revised evaluation policy of UNICEF (2023) reinforces the dual role of evaluation as that of both learning and accountability. It also underscores the need for management to ensure adequate and predictable resources for the function.	Completed
	Para 6: Recalls the funding target of 1 per cent of programme expenditure for evaluation and requests UNICEF to accelerate its efforts to reach this target;		The revised evaluation policy of UNICEF (2023) reinforces the 1 per cent target and clearly demarcates the roles and responsibilities of the evaluation function itself and management more broadly for achieving this goal (i.e. that of monitoring and reporting on progress and that of taking action to increase expenditure, respectively).	Completed
	Para 7: Requests UNICEF to continue to extend the importance attributed to inter-agency collaboration in the implementation of the Strategic Plan, 2022–2025 (E/ICEF/2021/25) to all evaluations of programmes and projects that include partnerships with other United Nations entities.		Joint evaluations are a priority in the plan for global evaluations, 2022–2025 given the interconnected nature of the Sustainable Development Goals and in the context of United Nations development system reform. UNICEF will also identify opportunities for joint work in the evaluation plans of other agencies where there are areas of common interest that would benefit from collaboration between United Nations agencies.	Completed (Ongoing)
2022/6 Update on the implementation of the recommendations made in the independent	Para 1: Welcomes the update provided by UNICEF on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority (E/ICEF/2022/6), as well as of the recommendations of the Task Team on Anti-Racism and Discrimination, and notes with appreciation the increasing inter-agency cooperation;			n/a
	Para 2: Takes note with appreciation that the implementation of the recommendations from the Task Team on Anti-Racism and Discrimination will		The Culture and Diversity team in the Office of the Executive Director (OED) (established/strengthened as of January 2022) will be responsible for monitoring and	Completed (Ongoing)

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panel review of the UNICEF response to protection from sexual exploitation and abuse and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority	be a top priority for UNICEF in 2022 and requests the management to put in place a mechanism to regularly monitor and measure the progress in the implementation of the recommendations of the Task Team;		reporting on the recommendations of the Task Team, along with other relevant recommendations and actions (e.g., from the Independent Task Force report, Economic Dividends for Gender Equality (EDGE) certification, etc.).	
	Para 3: Notes progress made and the need for continued effort and focus on preventing and taking immediate action to respond to sexual exploitation, abuse and sexual harassment, including ensuring that policies and procedures deliver impact and are resourced sufficiently, and that proposed actions are implemented at the country, regional and global levels;			n/a
	Para 4: Requests UNICEF to continue to take action to ensure a victim-/survivor-centred, system-wide and coherent approach to prevent and respond to sexual exploitation and abuse and sexual harassment, while leveraging its mandate, and to address the increased risks during the coronavirus disease 2019 (COVID-19) response and recovery;		<p>To support system-wide implementation of the UN Victims Assistance Protocol, UNICEF developed a technical note for United Nations Country Teams (UNCTs)/Humanitarian Country Teams (HCTs) and specialists that is publicly available to all. The Protocol and technical note provide practical guidance on a victim/survivor-centred approach to the handling of complaints, referrals for assistance, and protection and support to child victims during investigations. UNICEF serves as global lead for roll-out of the technical note and a training package, through remote and in-person trainings at country level. UNICEF is also supporting the Inter-Agency Standing Committee (IASC) to take forward this work, as part of the IASC’s new strategy on protection from sexual exploitation and abuse (PSEA) and sexual harassment for 2022–2026.</p> <p>As of May 2022, UNICEF has provided trainings and orientations on the Protocol and technical note to 1,090 practitioners. This includes all PSEA coordinator roster members (currently deployed and on standby) and eight in-country PSEA networks in contexts with a humanitarian response.</p>	Completed (Ongoing)
	Para 5: Notes progress made and the need for continued effort and focus on preventing and taking immediate action to respond to prohibited conduct, and also requests UNICEF to maintain its progress on building a more values-based organizational culture and expanding diversity, equity and inclusion efforts;		UNICEF has strengthened its capacity on organizational culture and diversity, equity and inclusion as of January 2022, with the establishment of a dedicated Culture and Diversity team in OED. The team works on prevention efforts with respect to prohibited conduct, e.g., through awareness-raising sessions with offices, with senior managers, etc. The team also works closely with other relevant offices, such as the Division of Human	Completed (Ongoing)

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			Resources, the Office of Internal Audit and Investigations, the Ethics Office and the Global Staff Association to maintain efforts to improve UNICEF organizational culture.	
	Para 6: Requests UNICEF to provide an update to the Executive Board on how the organization is preventing and responding to sexual exploitation and abuse in its policies, procedures and operations at headquarters, regional and country levels, at the annual session of 2023, and asks that this includes analysis of available data and implementation of system-wide initiatives, including the Implementing Partners Protocol and use of the Implementing Partner Capacity Assessment and ClearCheck;	Annual session 2023	UNICEF is working with other United Nations agencies to harmonize the roll-out of a new United Nations Common Assessment Framework for assessing implementing partner capacity on prevention of and response to sexual exploitation and abuse. The PSEA module was launched in May 2023, allowing PSEA assessments and capacity strengthening processes to be recorded digitally and shared across United Nations Partner Portal participating agencies to support coordination. All active partners with capacity gaps (medium and low capacity) previously assessed under the UNICEF-specific assessment tool prior to 2023 will be reassessed under the United Nations harmonized tool by January 2024. The inter-agency group is also working to develop additional training materials and guidance on coordination on the PSEA capacity process.	Completed
	Para 7: Also requests UNICEF to provide an update to the Executive Board on how the organization is improving organizational culture and on its actions to prevent and respond to all forms of discrimination, including racism and racial discrimination, and sexual harassment, in its policies, procedures and programmes at headquarters, regional and country levels, at the annual session of 2023;	Annual session 2023	In conformity with the decision, UNICEF provided this update as requested at the annual session of 2023 (E/ICEF/2023/13).	Completed
	Para 8: Further requests UNICEF to continue taking a long-term approach to preventing and responding to sexual exploitation and abuse and sexual harassment, in line with the Strategic Plan;		UNICEF is working towards this and will provide an update as requested in 2023. To support the sustainability of PSEA efforts, the UNICEF Strategic Plan, 2022–2025 includes PSEA indicators (Enabler; Goal Area 3). UNICEF Emergency Procedures include PSEA requirements from the outset of all humanitarian response.	Completed (Ongoing)
	Para 9: Urges UNICEF to ensure that leadership in country are aware of their responsibilities for		Orientation to the core values of UNICEF, ethical standards, etc. is included in onboarding trainings for all	Completed (Ongoing)

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	protection from sexual exploitation and abuse and sexual harassment; that in all country offices there are respective staff with responsibilities for protection from sexual exploitation and abuse and sexual harassment who participate in inter-agency coordination mechanisms as appropriate; and that staff are provided with appropriate role-specific training as well as regular mandatory training to support culture change;		new staff. The mandatory online training on sexual exploitation and abuse/sexual harassment is still a requirement for all employees, and UNICEF is considering making it a requirement on a regular basis (e.g., through refresher trainings). Culture change/core values is also included in mandatory trainings for all representatives upon appointment. UNICEF maintains an active PSEA Community of Practice, with 300 practitioners, which covers UNICEF and inter-agency PSEA work and provides a forum for regular learning and exchange of good practices.	
	Para 10: Requests UNICEF to monitor the impact of efforts for protection from sexual exploitation and abuse and sexual harassment at the country level, identify and share best practices and address collective barriers, and calls on UNICEF to address the significant gap between the overall strategies on sexual exploitation and abuse and their impact on the ground;		UNICEF is monitoring the impact of different initiatives and will provide an update in 2023, as requested. UNICEF maintains core indicators on PSEA (SMQ; RAM) and reports progress annually. In addition, UNICEF developed and maintains an IASC website and global dashboard that supports the global tracking of progress on acceleration of PSEA in humanitarian response across countries. UNICEF is further supporting IASC and the United Nations to develop indicator guidance for the UNCT/HCT PSEA Action Plans, in order to strengthen system-wide acceleration of PSEA.	Completed (Ongoing)
	Para 11: Also requests timely and thorough victim-/survivor-centred-investigations with prompt reporting to Member States and sufficient resources dedicated to sexual exploitation and abuse and sexual harassment investigations;		Sexual exploitation and abuse incidents, including associated investigations and victim assistance, are promptly reported through the Secretary-General's tracker. UNICEF has continued to provide technical capacity-building support to civil society partners to strengthen their capacity on victim-centred investigations. For example, in the Eastern and Southern Africa region, UNICEF provided in-person trainings for partners on SEA investigations in eight countries (Burundi, Kenya, Madagascar, Mozambique, Somalia, South Sudan, Uganda and the United Republic of Tanzania), and a similar initiative has been rolled out in the Middle East and North Africa region. On sexual harassment (SH), additional details were provided in the report on organizational culture and diversity, equity and inclusion at the annual session of 2023, as well as in the	Completed

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			report by the Office of Internal Audit and Investigations at the same session.	
	Para 12: Commends UNICEF for annual submission to the Secretary-General of action plans on preventing and responding to sexual exploitation and abuse that are implemented at headquarters, regional and country levels, and requests UNICEF to share headquarters-level action plans with the Executive Board annually;		Noted.	Completed (Ongoing)
	Para 13: Requests an update from UNICEF, at the 2023 first regular session of the Executive Board, on metrics used to measure progress on tackling sexual exploitation and abuse and sexual harassment and how integrated results and resources framework indicators on sexual exploitation and abuse and sexual harassment have aligned with relevant indicators of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and those of other United Nations development system agencies and ensure that data obtained, including on allegations, using these metrics and indicators and subsequent analysis, systematically inform strategies, policies and procedures	First regular session 2023	UNICEF collaborates with other UN system entities on PSEA and SH, through various inter-agency forums and platforms. Metrics to measure progress include completion rates of mandatory trainings; reports of SEA and SH; substantiation rates of SEA and SH reports; and qualitative feedback through regional and network/technical meetings of relevant staff (e.g., child protection network meetings). Discussions are ongoing with other UN system entities on further harmonization of monitoring efforts on SEA and SH. Data are used to inform approaches to SEA and SH.	Completed
2022/7 UNICEF financial report and audited financial statements for the year ended 31 December 2020 and report of the Board of Auditors, and	Para 1: Welcomes the unqualified audit opinion for 2020 issued by the Board of Auditors, the report of the Board of Auditors for the financial period that ended on 31 December 2020 (A/76/5/Add.3) as well as the management response (E/ICEF/2022/AB/L.2);			n/a
	Para 2: Also welcomes the progress made by UNICEF in implementing the recommendations of the Board of Auditors, and supports the ongoing efforts of UNICEF management to implement the recommendations of the Board of Auditors;			n/a
	Para 3: Encourages UNICEF to harmonize further its reporting format with other United Nations funds and programmes on the management response to the report of the Board of Auditors and the implementation of the recommendations, as appropriate, including where possible the time frames for their detailed reporting and the categorization of recommendations, and to work with the United Nations Development Programme, the United Nations Capital Development Fund, the			UNICEF is an active member of the United Nations Task Force on Accounting Standards. The objective of this working group is to bring together experiences and interpretations of the accounting standards in the UN system and harmonize approaches to the best extent possible.

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management response	United Nations Population Fund, the United Nations Office for Project Services, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme in that regard, as appropriate.			
2022/8 Private Fundraising and Partnerships: 2022 workplan and proposed budget	Para 1: Notes the high, medium and low revenue scenarios for 2022, as shown in table 3 of document E/ICEF/2022/AB/L.1 ;			n/a
	Para 2: Approves a budget for special-purpose activities of \$158 million from regular resources, comprising \$85 million for investment funds and \$73 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$60 million based on the medium scenario in table 3;			n/a
	Para 3: Takes note of the proposed use of \$20 million from the Dynamo Revolving Fund for further investment in private sector fundraising;			n/a
	Para 4: Authorizes UNICEF: (a) To redeploy resources between the various regular resources budget lines (as detailed in paragraph 1, 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/2022/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 2022 approved workplan;			n/a
	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;		UNICEF has included as one of the six strategic priorities for private sector fundraising to support new markets. Allocations to 24 countries were made from the World Bank financial instrument pilot as of September 2022.	Completed (Ongoing)
	Para 6: Approves an interim one-month allocation for January 2023 of \$15.8 million (or 10 per cent of the special-purpose regular resources allocation of \$158 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2023.			n/a
2022/9 Annual report of 2021 of the Executive Director of UNICEF	Para 1: <i>Takes note</i> of the annual report for 2021 of the Executive Director of UNICEF (E/ICEF/2022/10), 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			n/a

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	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;			
	Para 2: <i>Decides</i> 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 3: <i>Recalls</i> its decisions 2021/13, paragraph 3, and 2021/14, paragraph 7, and requests UNICEF to continue to include in the annual reports of the Executive Director on the implementation of the 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.		As was the case with the UNICEF annual reports of the Executive Director from 2018 to 2022, the reports for the new Strategic Plan period of 2022–2025 will continue to have specific indicators that relate to results that are common or complementary to UNICEF and other UN agencies. These common and complementary indicators were defined and identified collaboratively with other UN agencies during the development of the Strategic Plan in 2021. UNICEF is continuing to report on all of these common and complementary indicators throughout the 2022–2025 period particularly in the data companion annex to the annual report. Other details of results delivered with UN agencies and other partners are found in the main body of the report, as appropriate to that year, and in the special annex on the implementation of the quadrennial comprehensive policy review (QCPR), where UNICEF gives a thorough account of the actions taken and results delivered in relation to each of the relevant operational paragraphs in the QCPR resolution.	Completed (Ongoing for duration of the Strategic Plan).
2022/10 Annual report on UNICEF humanitarian action	Para 1: <i>Takes note</i> of the annual report on UNICEF humanitarian action (E/ICEF/2022/13);			n/a
	Para 2: <i>Commends</i> the efforts of UNICEF and looks forward to the implementation of lessons learned from UNICEF humanitarian action, 2018–2021 to improve goals results throughout the Strategic Plan, 2022–2025;			n/a

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	Para 3: <i>Requests</i> UNICEF to provide an update on the progress made towards the implementation of the recommendations of its Humanitarian Review during the first regular session of 2023.	First regular session 2023	Included in the programme of work for 2023.	Completed
2022/11 Country programme documents	Para 1: <i>Takes note</i> that the country programme documents, including aggregate indicative budgets, for Kenya and the United Republic of Tanzania (E/ICEF/2022/P/L.16 and E/ICEF/2022/P/L.17) were made available to the Member States for their comments and input from 22 March to 11 April, and for the Syrian Arab Republic (E/ICEF/2022/P/L.18) from 24 March to 13 April;			n/a
	Para 2: <i>Approves</i> on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Kenya, the Syrian Arab Republic and the United Republic of Tanzania (E/ICEF/2022/P/L.16–E/ICEF/2022/P/L.18).			n/a
2022/12 Extension of ongoing country programmes	Para 1: <i>Takes note</i> of the first two-month extension of the country programme for Ecuador; the first two-month extension of the multi-country programme for the Pacific Islands; the first six-month extensions of the country programmes for Chile and Papua New Guinea; and the first one-year extension of the country programme for Myanmar, which were approved by the Executive Director and are presented in table 1 of document E/ICEF/2022/P/L.19 ;			n/a
	Para 2: <i>Approves</i> the one-year extension of the country programme for the Democratic People's Republic of Korea, following a previous one-year extension; these are presented in table 2 of document E/ICEF/2022/P/L.19 .			n/a
2022/13 Evaluation reports and	Para 1: <i>Takes note</i> of the annual report for 2021 on the evaluation function in UNICEF (E/ICEF/2022/17) and its management response (E/ICEF/2022/18);			

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management responses	<p>Para 2: <i>Also takes note</i> of the evaluation of the UNICEF role as cluster lead/co-lead agency, its summary (E/ICEF/2022/19) and its management response (E/ICEF/2022/20);</p> <p>Para 3: <i>Encourages</i> UNICEF to take the necessary steps to further strengthen the evaluation function, including by timely implementation of those elements as included in the management response;</p>		<p>Management continues to track the implementation of management responses within the inSight management platform, and to identify bottlenecks to full implementation.</p> <p>The Compendium on Accountabilities in UNICEF (2022) and the forthcoming revision to the evaluation policy are both considered to be opportunities for further strengthening relevant accountabilities. Accountabilities have been further strengthened in the draft revised evaluation policy, which is slated for presentation to the Executive Board for discussion at its annual session in June 2023. On the issue of management response, the 2022 annual report of the evaluation function highlights that while UNICEF offices continue to submit management responses largely on time, the implementation status of actions identified in the management response varies considerably by location, with headquarters reporting the highest number of management response actions as not started and the LAC region reporting the highest number of management response actions as completed in 2022.</p> <p>The revised evaluation policy of UNICEF (2023) reinforces the 1 per cent target and clearly demarcates the roles and responsibilities of the evaluation function itself and management more broadly for achieving this goal (i.e. that of monitoring and reporting on progress and that of taking action to increase expenditure, respectively).</p> <p>Management response: The Evaluation Office reports annually, as part of its annual report on the UNICEF evaluation function, on implementation of the management response.</p>	Completed

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	Para 4: <i>Requests</i> UNICEF to brief the Executive Board at the annual session of 2023 on the progress UNICEF has made towards the timely implementation of the actions outlined in the management response to the evaluation of the UNICEF role as cluster lead/co-lead agency;	Annual session 2023	The Director of Evaluation included this update in the presentation to the Executive Board at the annual session of 2023. Management response: An update will be provided during the annual session of 2023.	Completed
	Para 5: <i>Looks forward</i> to the updated UNICEF evaluation policy and the process leading towards the adoption of this updated policy, including the results of the independent peer review;			n/a
	Para 6: <i>Takes note</i> with appreciation of the increase in overall evaluation expenditure to 0.91 per cent of total programme expenditure in 2021, which brings the 1 per cent goal within reach;			n/a
	Para 7: <i>Welcomes</i> the evaluation function's continuous focus on outcome- and impact-level evaluations and organizational follow-through on evaluations and encourages UNICEF to increase the number of impact-level evaluations;		The Evaluation Office reports annually, as part of the annual report on the UNICEF evaluation function, on the types of evaluations. The overall coverage of UNICEF programme interventions with impact evaluations which rigorously assess the effectiveness of innovative and scalable interventions remains low. In total, 3 per cent of all evaluations were produced with credible counterfactual design in 2022. However, substantial progress was made in 2022. The Evaluation Office finalized its impact evaluation strategy and action framework for the period 2022–2025. The strategy serves as a practical reference for UNICEF regional and country offices in their efforts to inform national plans and child-focused policies with robust evaluative evidence at the outcome and impact levels. It outlines interlinked strategic pillars to (a) increase initiation and coverage of impact evaluations; (b) diversify methods and innovate; and (c) improve learning and programmatic synergy, as well as partnership and resourcing requirements. In addition, the Evaluation Office, in collaboration with the Programme Group (Goal Area 5), the UNICEF Innocenti-Global Office of Research and Foresight and the Division of Data, Analytics, Planning and Monitoring, with the support of	Completed

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			<p>the Public Partnerships Division, developed and signed a \$9 million agreement with the Federal Ministry of Economic Cooperation and Development of Germany to launch a comprehensive evidence generation partnership on adaptive social protection for children in fragile contexts. Over five years, the project will deliver four impact evaluations on adaptive social protection interventions, operational research on governance and financing of adaptive social protection systems and improved child poverty measurements in fragile settings. In 2023, UNICEF will shortly launch the Impact Catalyst Fund, a strategic initiative to support high-quality impact evaluations in the organization’s priority thematic areas, while also continuing specific impact evaluation efforts begun in 2022, including in the areas of child marriage, mental health and psychosocial support and child malnutrition.</p> <p>The Impact Catalyst Fund with a thematic window of child marriage and social norms was launched in close and successful collaboration with the Global Programme to End Child Marriage. The Evaluation Office selected six interventions/countries out of 15 that applied for rigorous impact evaluations to be implemented in the next three years. The partnership with the Federal Ministry for Economic Cooperation and Development (BMZ) will support the second thematic window of the Impact Catalyst Fund to be launched in December 2023.</p> <p>Management response: The Evaluation Office reports annually, as part of the annual report on the UNICEF evaluation function, on the types of evaluations.</p>	
	<p>Para 8: <i>Recalls</i> its decision 2021/10, paragraph 9, and requests UNICEF to provide, in the annual report for 2022 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;</p>	<p>Annual session 2023</p>	<p>Relevant information will be gathered during the year, including from Geros, which contains a question on innovations in all evaluations undertaken at the three levels of the evaluation function, to inform the annual report of the evaluation function to be presented at the annual session of 2023.</p>	<p>Completed</p>

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			<p>The issue of the application of innovative technologies and approaches within evaluations has indeed been addressed in the 2022 annual report of the evaluation function. In addition, a new internal webinar series for evaluation staff has been instigated, where the potential risks and benefits of new technologies and approaches for improving the efficacy and utility of evaluations are being discussed.</p> <p>The Evaluation Office included this update in the annual report for 2022 on the evaluation function in UNICEF.</p>	
	<p>Para 9: <i>Encourages</i> UNICEF to increase the number of joint evaluations conducted at global and decentralized levels and to strengthen the organizational follow-up, including through joint management responses;</p>		<p>Joint evaluations are a priority and the number of planned joint evaluations has increased in the new plan for global evaluations compared with the number planned in the previous plan. The Evaluation Office will continue to seek opportunities to conduct evaluations and syntheses with other United Nations agencies. UNICEF remains committed to joint and inter-agency evaluations, with numbers increasingly steadily since 2018. In 2022, UNICEF was involved in 14 such evaluations (an increase from 10 in 2021). Of the 14 evaluations managed jointly with other United Nations agencies in 2022, four each took place in East Asia and the Pacific and Europe and Central Asia, three in Eastern and Southern Africa, one each in Latin America and Caribbean and the Middle East and North Africa, and one at the global level. UNICEF continues to push for joint management responses in the evaluations in which we are involved.</p> <p>Numbers for 2023 will be published in the annual report for 2023 of the evaluation function, due in Q1 2024.</p>	Completed
	<p>Para 10: <i>Takes note</i> with concern of the modest progress made in strengthening national capacities for evaluation and requests UNICEF to accelerate progress.</p>		<p>At the global level, the Evaluation Office delivered with the National University of Singapore two cohorts of the Executive Course for Evaluation Leaders to 46 government and other national partners and 27 UNICEF staff in 21 countries. The Evaluation Office, through the regional evaluation advisers, will gather, analyse and consolidate the information on National Evaluation</p>	Completed

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			<p>Capacity Development activities at the decentralized level and present the findings at the annual session of 2023.</p> <p>This has been an area of substantial progress in 2022. The Evaluation Office rolled out and revitalized several important initiatives, including launching the two-week in-person Executive Course for Evaluation Leaders (ExCEL), delivered by the National University of Singapore. Two cohorts were held in 2022 at the university's campus and a third was co-led with the School of Transnational Governance of the European University Institute in Fiesole, Italy, in March 2023. These brought together delegations from 29 countries, with a total of 101 participants, of whom 65 were senior-level government partners. Each delegation prepared its own action plan, which included initiatives for national evaluation bills, laws, policies and plans; development or revision of national evaluation guidelines; awareness-raising campaigns; plans for new evaluations; and follow-up activities related to national evaluation capacity development. Four additional English-language cohorts are planned for 2023. This initiative has been received to wide acclaim. In addition to the in-person ExCEL trainings, the online Intermediate Moderated Programme for Evaluation Systems Strengthening began in March 2023. The programme is being offered to government and implementing partners and local and regional evaluation associations, as well as to UNICEF staff and partners who are commissioning, managing, conducting and using results of evaluations. Fifty-four government partners from the Philippines form the first cohort, and over the next year, approximately 12 more cohorts of around 30 participants each participate in the English-language programme. Innovative national evaluation capacity development initiatives are also occurring at the regional level. For example, the West and Central Africa Regional Office evaluation team and local partners jointly formed a consortium of 26 universities in French-speaking Africa, through which</p>	

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			<p>partners co-created a regional one-year master’s programme in evaluation. Deans, evaluation professors and senior-level students collaborated in a six-month dialogue leading to the development of 18 evaluation modules. Roll-out of the curriculum, aimed at over 1,000 students, is planned for mid-2023. The initiative also spurred articles and blogs on evaluation-related issues by African professors and students, enhancing the diversification of voices informing the current discourse on national evaluation capacity development.</p> <p>Since June 2023, the Evaluation Office has delivered three more Executive Course for Evaluation Leaders workshops, benefiting approximately 50 additional senior government partners across 30 countries from 3 different regions, bringing the total to 7 cohorts since October 2022 for over 100 government partners. The Evaluation Office will continue to roll out these workshops, expanding them to French-, Spanish- and Portuguese-speaking countries in 2024.</p>	
2022/14 Report of the Ethics Office of UNICEF for 2021, and management response	Para 1: <i>Takes note</i> of the report of the Ethics Office of UNICEF for 2021 (E/ICEF/2022/15) and the management response (E/ICEF/2022/16);			n/a
	Para 2: <i>Takes note</i> of the report of the Ethics Office of UNICEF for 2021 (E/ICEF/2022/15) and the management response (E/ICEF/2022/16);			n/a
	Para 3: <i>Takes note</i> of the launch of the Ethics and Culture Champions aimed at raising awareness about ethics and integrity organization-wide through volunteers and within the Office’s existing resources, and requests the Ethics Office to provide an update on this initiative, within existing reporting;		The Ethics Office, while presenting the Ethics Office’s report for 2022 at the 2023 Executive Board annual session, reported that members of the Ethics and Culture Champions (ECC) Network have been actively playing their role in supporting an ethical, inclusive and respectful workplace environment, including through awareness-raising activities. ECCs are present in more than 130 UNICEF offices and many of them have been facilitating office-based dialogues around ethics and culture, especially during Ethics Month in October. The Ethics Office, along with the Culture and Diversity team in the Office of the Executive Director, is providing regular training and learning opportunities for ECCs.	Completed

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	Para 4: <i>Also takes note</i> of the continuously growing caseload of the Ethics Office and, concerned about its limited capacities, requests UNICEF to ensure that the Ethics Office can adequately execute its mandate and, in this context, recalls its decision 2020/19 and urgently requests UNICEF to provide sufficient financial and staff resources to the Ethics Office, including for field personnel, based on the needs assessment;		The Programme Budget Review approved one additional post for the Office, which partially responded to the Ethics Office’s request for multiple positions. The Office will continue to assess its financial and human resource needs on an ongoing basis and communicate gaps to management.	Completed
	Para 5: <i>Requests</i> the Ethics Office to maintain and strengthen its independence, in accordance with General Assembly resolutions 60/248 and 60/254 on the establishment of the Ethics Office, and encourages direct and independent communication with the Executive Board, as needed, through reports or briefings, in particular on concerns related to whistle-blower protection against retaliation issues;		The Ethics Office operates independently and free from undue interference. To further enhance functional independence, the Office, together with other oversight functions, advocated for the designation of staff positions as technical or specialized posts that are not subject to the usual rotational process and for appropriate carve-out from the planned Central Services Centre that provides common administrative, finance and information and technology services to all divisions in New York. The Office will continue to work together with the other oversight offices and management towards facilitating direct communication with the Executive Board.	Completed
	Para 6: <i>Also requests</i> UNICEF and the Ethics Office to continue to report on the adequacy of resources made available.		The requests of the Ethics Office for additional resources have been approved, as shared under the update for 2020/19, on the report of the Ethics Office of UNICEF for 2019 and management response. The resourcing requests of the Ethics Office, including the requests submitted under the midterm review process, will be assessed to ensure the adequacy of the resources availed to the Office.	Completed
2022/15 UNICEF Office of Internal Audit and Investigations 2021 annual report to the Executive Board, and	Para 1: <i>Takes note</i> of the UNICEF Office of Internal Audit and Investigations 2021 annual report to the Executive Board (E/ICEF/2022/AB/L.5), its addendum (E/ICEF/2022/AB/L.5/Add.1) and its management response (E/ICEF/2022/AB/L.6), as well as the UNICEF Audit Advisory Committee 2021 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 controls;			n/a

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>	
management response	Para 2: <i>Welcomes</i> the progress of UNICEF in addressing audit-related management issues in 2021 and notes with appreciation efforts to implement outstanding audit recommendations;			n/a	
	Para 3: <i>Recalls</i> decision 2020/20 and reiterates the importance of the provision of sufficient resources for audit and investigation functions;			n/a	
	Para 4: <i>Requests</i> that the Executive Board receive more regular closed briefings from the Office, in a timely manner and throughout the year, as needed, on potential red flags, audit findings and the status of investigations;			First informal briefing scheduled for 26 August 2022.	Completed
	Para 5: <i>Also requests</i> the Director of the Office of Internal Audit and Investigations to provide at the second regular session of 2022 an assessment on the independence of the Office, containing reflections on (but not limited to) the degree to which the Office can determine freely: (a) how and when to report to and brief the Executive Board; (b) the scope of audits and investigations; (c) what and who to audit or investigate; (d) what assessments to make; (e) how to utilize available funds; and (f) its relationship with the Office of Internal Oversight Services; and requests the Director to also provide suggestions and pathways on how to further strengthen the independence of the Office, as well as the budget estimate required for the execution of the full mandate, and requests a closed preparatory meeting between the management of the Office of Internal Audit and Investigations and Executive Board members and observers on this topic in advance of the second regular session of 2022;	Second regular session 2022			Completed
	Para 6: <i>Decides</i> to have the update on evaluation, audit and oversight matters for decision at the second regular session of 2022.	Second regular session 2022			Completed

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2022/16 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 1: <i>Takes note</i> 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;			n/a
	Para 2: <i>Encourages</i> UNICEF to continue to implement resolutions 72/279, 75/233 and 76/4, and to support the efforts of the Secretary-General in implementing related mandates;			n/a
	Para 3: <i>Welcomes</i> UNICEF progress in aligning country programme documents with the United Nations Sustainable Development Cooperation Frameworks, and encourages UNICEF to continue to seek confirmation from the resident coordinators of the alignment of the country programmes with the Cooperation Frameworks;			n/a
	Para 4: <i>Also welcomes</i> the partnerships with international financial institutions, and requests an update, as a stand-alone item on the agenda at the first regular session of 2023, on UNICEF engagement with international financial institutions;	FRS 2023	Programme of work for 2023 was updated accordingly.	Completed
	Para 5: <i>Stresses</i> the importance of integrated solutions, including enhanced collaboration across humanitarian, development and peace operations of the United Nations system, as appropriate, to address complex, multifaceted challenges impacting achievement of the Sustainable Development Goals, and requests UNICEF to update the Board, within existing reporting, on how it collaborates in joint analysis, needs assessments, planning, including collective outcomes, and programme delivery;		Ongoing through the programme of work.	Completed
	Para 6: <i>Requests</i> UNICEF to provide the Executive Board with an update on the implementation of the Management and Accountability Framework, including the contributions of representatives at		Ongoing through the programme of work.	Completed

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	country level and regional directors to the implementation of United Nations development system reform, within existing reporting;			
	Para 7: <i>Also requests</i> UNICEF to provide the Executive Board, within existing reporting, with information and data on its efficiency gains achieved and its efforts to realize efficiency gains through its contributions to system-wide coherence, collaboration and harmonization, and stresses the need to continue to realize efficiency gains, as stated in operational paragraph 14 of General Assembly resolution 72/279.		Ongoing through the programme of work.	Completed
2022/17 Private Fundraising and Partnerships: financial report for the year ended 31 December 2021	Para 1: <i>Takes note</i> of the Private Fundraising and Partnerships: financial report for the year ended 31 December 2021 (E/ICEF/2022/AB/L.4);			n/a
	Para 2: <i>Also takes note</i> that the revenue figures presented in this report are subject to external audit and the non-financial results are indicative;			n/a
	Para 3: <i>Takes note with appreciation</i> of the total revenue sourced from the private sector, but notes with concern the ongoing trend of decreasing regular resources as a share of total private sector income and encourages UNICEF to increase its efforts in the fundraising of regular resources from private sector sources beyond individual donors, including from philanthropists, foundations and businesses;		UNICEF has always prioritized the securing of regular resources in its engagement with the private sector, but the longer-term trends regarding greater restriction of donations and the successful growth of emergency donations in recent years has led to a renewed focus on the delivery of regular resources as a key priority. Several key areas of focus have been identified, which includes the boosting of regular resources from sources beyond individual donors. UNICEF has introduced an ask, whenever possible, for private sector partners to consider some flexibility in parts of their donations and, whenever possible, to make them multi-year.	Completed
	Para 4: <i>Requests</i> UNICEF to present to the Executive Board an update, in the form of an informal briefing ahead of the first regular session of 2023, on its innovative and alternative financing strategy, with a focus on the generation of flexible resources, including on its ambition to use alternative sources of funding to invest in private	First regular session 2023	An update on the World Bank financial instrument was shared during the informal session on item 11 of the 2023 first regular session on 19 January 2023, and an update of the innovative and alternative financing strategy was shared during the informal session on 24 January 2023. A special focus session on the margins of the Executive Board session was organized on 10 February 2023,	Completed

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	sector fundraising activities; and to organize, on the margins of the first regular session of 2023, a special focus session on innovative financing that includes country office and National Committee perspectives.		including experiences and views on innovative finance in Member States, country offices and National Committees and with the participation of Member States and external partners.	
2022/18 Country programme documents	Para 1: <i>Takes note</i> that the country programme documents, including aggregate indicative budgets, for Bulgaria, Croatia, Egypt, Ghana, India, Jordan, Kyrgyzstan, Libya, Mongolia, Montenegro, Morocco, the Niger, Nigeria, Pakistan, the Republic of Moldova, Romania, South Sudan, Sri Lanka, Tajikistan, Yemen and Zambia (E/ICEF/2022/P/L.20–E/ICEF/2022/P/L.37 and E/ICEF/2022/P/L.39–E/ICEF/2022/P/L.41) were made available to the Member States for their comments and input from 14 June to 5 July, and for Gabon (E/ICEF/2022/P/L.38) from 17 June to 11 July;			n/a
	Para 2: <i>Approves</i> on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Bulgaria, Croatia, Egypt, Gabon, Ghana, India, Jordan, Kyrgyzstan, Libya, Mongolia, Montenegro, Morocco, the Niger, Nigeria, Pakistan, the Republic of Moldova, Romania, South Sudan, Sri Lanka, Tajikistan, Yemen and Zambia (E/ICEF/2022/P/L.20–E/ICEF/2022/P/L.41).			n/a
2022/19 Extensions of ongoing country programmes	Para 1: <i>Takes note</i> of the first two-month extensions of the country programmes for Mauritania and Nepal; the first two-month extension of the common country programme for Cabo Verde; the first two-month extension of the area programme for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine; and the first one-year extensions of the country programmes for Angola, Guinea, Rwanda and Ukraine, all of which were approved by the			n/a

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	Executive Director and are presented in table 1 of document E/ICEF/2022/P/L.42/Rev.1 ;			
	Para 2: <i>Approves</i> the two-month extensions of the country programmes for Brazil, the Central African Republic, the Gambia, the Islamic Republic of Iran and Sao Tome and Principe, following one-year extensions; the two-month extension of the country programme for Lebanon, following two consecutive one-year extensions; the two-month extension of the country programme for the Bolivarian Republic of Venezuela, following three consecutive one-year extensions; the one-year extensions of the country programmes for Chad and the Sudan, following previous one-year extensions; and the one-year extension of the country programme for Burkina Faso, following a two-year extension, all of which are presented in table 2 of document E/ICEF/2022/P/L.42/Rev.1 .			n/a
2022/20 Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018-2021	Para 1: <i>Welcomes</i> the report on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 (E/ICEF/2022/25), and related annex, as well as the substantial progress made on United Nations entity-specific commitments under the United Nations funding compact, encourages UNICEF to continue its efforts to meet the commitments under the funding compact, and recalls General Assembly resolution 75/233 and its call for entities of the United Nations development system and Member States to contribute to its full and effective implementation;		UNICEF is overall on track to meet all the commitments, and in some cases has exceeded the United Nations system-wide targets. In 2021, UNICEF fully met or exceeded progress on 89 per cent (or 17 of 19) of the entity-specific commitments.	Completed
	Para 2: <i>Notes</i> the importance of sufficient and predictable regular resources, as these are critical for UNICEF to be able to continue to equitably reach all children, everywhere, to meet their needs and fulfil their rights, to deliver on the Strategic Plan, 2022–2025, to respond to the impact of the coronavirus disease 2019 (COVID-19) pandemic and various humanitarian crises, and to support the realization of the 2030 Agenda for Sustainable Development,			n/a

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	while maintaining robust internal control and accountability systems;			
	Para 3: <i>Expresses</i> concern with the current lower level and trend of declining voluntary contributions to regular resources provided by Member States;			n/a
	Para 4: <i>Notes with appreciation</i> the successful efforts by UNICEF to increase regular resources through contributions from the private sector;			n/a
	Para 5: <i>Also notes</i> the importance of flexible and predictable thematic funding, and pooled funding, which are also a critical complement to regular resources for UNICEF to be able to accelerate programming to contribute to the achievement of the Sustainable Development Goals, particularly in those areas in which development gains have been eroded by the COVID-19 pandemic and humanitarian crises;			n/a
	Para 6: <i>Further notes</i> the importance of broadening the contributor base of predictable and multi-year funding, and requests UNICEF to continue engaging with Member States to consider prioritizing timely, predictable and flexible contributions to UNICEF regular resources, in line with the funding compact, and also requests UNICEF to continue to make efforts in terms of visibility and recognition of contributions, in particular for regular resources;		Engagement with Member States is ongoing throughout the year through the structured funding dialogue (SFD) formal and informal briefings, as well as through the joint inter-agency SFD informal briefing.	Completed
	Para 7: <i>Notes</i> the importance of a diverse contributor base, and encourages UNICEF to continue to engage with relevant stakeholders to diversify its potential sources of funding, including the private sector (businesses, civil society, foundations, individuals and philanthropists), and through strengthened partnerships with international financial institutions.		UNICEF has recently developed a new strategy for engagement with international financial institutions. Private sector engagement remains key for UNICEF, particularly with regard to core funding.	Completed
2022/21 Update on oversight matters	Para 1: <i>Takes note</i> with appreciation of the report of the Director of the UNICEF Office of Internal Audit and Investigations (E/ICEF/2022/26), which provides an assessment on the degree of independence as well as recommendations for			n/a

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	improvements in administrative processes and operational arrangements, in line with decision 2022/15;			
	Para 2: <i>Notes with appreciation</i> that the UNICEF Office of Internal Audit and Investigations conducted the self-assessment in compliance with the request in decision 2022/15 and in conformity with UNICEF regulations and rules, policies and procedures, including the consideration of internationally recognized standards applicable for audit and investigations functions, and welcomes responses in the self-assessment report that attest to the independence of the Office;			n/a
	Para 3: <i>Takes note</i> of the suggestions and pathways recommended in the assessment of the independence of the Office, and requests that UNICEF take action, as appropriate, to implement the assessment's recommendations and report, in its management response to the Office of Internal Audit and Investigations annual report for the annual session of 2023, on the progress made by UNICEF on their implementation, and asks the management of UNICEF to provide explanations, in line with established practice, in case a recommendation has not or only partially been implemented or agreed to by management;	Annual session 2023	At the second regular session of the UNICEF Executive Board, management shared an update (E/ICEF/2023/AB/L.7) on its actions to implement the suggestions and pathways to further strengthen the independence of the UNICEF Office of Internal Audit and Investigations as recommended in its self-assessment (presented to the Executive Board in document E/ICEF/2022/26 at the second regular session of 2022). Management response: UNICEF provided an update on the implementation of the assessment's recommendations in its management response to the Office of Internal Audit and Investigations annual report during the annual session of 2023.	Completed
	Para 4: <i>Stresses</i> the importance of ensuring that the UNICEF Office of Internal Audit and Investigations has full independence in delivering its services to provide the Executive Board, UNICEF management and other relevant stakeholders the necessary and appropriate assurances and advice on the governance, risk management and internal controls of the entity;			n/a
	Para 5: <i>Recalls</i> its decision 2022/15, paragraph 4, and, in this regard, welcomes more regular closed		A closed briefing was held with the Executive Board in May 2023, and another is being scheduled in January	Completed

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	briefings, as needed, from the UNICEF Office of Internal Audit and Investigations in a timely manner and throughout the year, including on potential red flags, emerging risks and internal control issues, audit findings and the status of investigations, with due regard for confidentiality and privacy;		2024 to present the annual audit workplan (requested per Executive Board decision 2023/13).	
	Para 6: <i>Also recalls</i> decision 2022/15, paragraph 3, and reiterates the importance of the provision of sufficient resources for the audit and investigations functions in order to preserve the independence, integrity and professionalism of the Office, and to allow for full, adequate and effective execution of the mandate of the Office, within the established applicable budgetary process, and to update policies, where applicable;			n/a
	Para 7: <i>Requests</i> UNICEF to include, as a permanent annex in its annual report to the Executive Board, a concise summary of the oversight functions responsible for audit, investigation, ethics, evaluation and whistle-blower protection, and also requests UNICEF to ensure that this summary follows a uniform template, to be agreed by the Bureau of the Executive Board, after discussion with the relevant bureaux of the United Nations development system entities;		This was done in 2022 and is now being implemented every year until further notice.	Completed
	Para 8: <i>Further requests</i> the UNICEF Office of Internal Audit and Investigations to include in the executive summaries of its reports shared with the Executive Board, as appropriate, potential red flags, emerging risks and internal control issues, audit findings and the status of investigations, which require specific attention from the Executive Board;		These points were considered in the 2022 annual report of the Office of Internal Audit and Investigations.	Completed
	Para 9: <i>Welcomes</i> efforts of the UNICEF Office of Internal Audit and Investigations to harmonize approaches with other United Nations agency investigation and audit offices and encourages continuing these cooperation efforts to enhance effectiveness, efficiency and inter-agency learning;			n/a

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
	Para 10: <i>Requests</i> the Bureau, in consultation with the relevant bureaux of United Nations development system entities, to provide options and cost estimates for an assessment, including the feasibility of a third-party assessment by an entity external to the United Nations system with independent expertise on governance and oversight, of how the Executive Board, in collaboration with UNICEF, as well as the United Nations system, executes its governance and oversight functions, with a view to ensuring that these functions are aligned with the highest international standards and best practices;		The paper on “Options for an assessment on how the Executive Boards execute their governance and oversight functions” was finalized, and presented at an informal briefing. A decision was made, on time, and the Joint Inspection Unit (JIU) will undertake the assessment.	Completed
	Para 11: <i>Also requests</i> the Bureau to present these options for consideration by the Executive Board, by the first regular session of 2023, with a view to providing a final assessment and relevant recommendations to the Executive Board no later than the annual session of 2023.	First regular session 2023 / Annual session 2023	The programme of work of the Executive Board was updated to introduce an agenda item on the presentation of the report and its recommendations. An informal briefing was held on the options before the first regular session of 2023. The preliminary findings were presented at a midterm review meeting on 17 October 2023, and the final report was published in December 2023. The Executive Board considered the assessment at the annual session of 2024.	Completed
2022/22 UNICEF Strategic Plan: updated financial estimates, 2022-2025	Para 1: <i>Takes note</i> of the planned financial estimates for the period 2022–2025, as contained in document E/ICEF/2022/AB/L.8 , as a flexible framework for supporting UNICEF programmes;			n/a
	Para 2: <i>Approves</i> the integrated resources framework of planned financial estimates for the period 2022–2025, and approves the preparation of country programme expenditure submissions to the Executive Board of up to \$605 million from regular resources in 2023, subject to the availability of resources and the continued validity of these planned financial estimates;			n/a
	Para 3: <i>Requests</i> UNICEF to provide annual updates to the Executive Board on the progress of funding its reserves for staff liabilities.		Annual updates on the funding of staff liabilities are provided as part of the revised financial estimates. This was presented at the second regular session of 2023.	Completed