



# Economic and Social Council

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## United Nations Children's Fund

Executive Board

### Compendium of decisions adopted by the Executive Board in 2019

<i>Decision</i>	<i>Page</i>
<b>First regular session, 5–6 February 2019</b>	
2019/1 Working methods . . . . .	3
2019/2 Country programme documents . . . . .	3
2019/3 Extensions of ongoing country programmes . . . . .	4
2019/4 UNICEF programme cooperation . . . . .	4
2019/5 Evaluation reports and management responses . . . . .	4
2019/6 UNICEF financial report and audited financial statements for the year ended 31 December 2017 and report of the Board of Auditors . . . . .	5
2019/7 Private Fundraising and Partnerships: 2019 workplan and proposed budget . . . . .	5
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 . . . . .	6
<b>Annual session, 11–13 June 2019</b>	
2019/9 Working methods . . . . .	8
2019/10 Annual report for 2018 of the Executive Director of UNICEF . . . . .	10
2019/11 Annual report on UNICEF humanitarian action . . . . .	10
2019/12 Country programme documents . . . . .	11
2019/13 Extensions of ongoing country programmes . . . . .	11
2019/14 Evaluation reports and management responses . . . . .	11
2019/15 Report of the Ethics Office of UNICEF for 2018, and management response . . . . .	12



2019/16	Office of Internal Audit and Investigations 2018 annual report to the Executive Board, and management response . . . . .	13
2019/17	Update on policies and processes of UNICEF on tackling sexual exploitation and abuse and sexual harassment . . . . .	14
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 . . . . .	15
<b>Second regular session, 11–13 September 2019</b>		
2019/19	Proposed programme of work for the Executive Board sessions in 2020 . . . . .	16
2019/20	Working methods . . . . .	18
2019/21	Country programme documents . . . . .	19
2019/22	Extensions of ongoing country programmes . . . . .	19
2019/23	Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 . . . . .	20
2019/24	Evaluation report and management response . . . . .	20
2019/25	Report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority, and management response . . . . .	21
2019/26	UNICEF Strategic Plan: updated financial estimates, 2019–2022 . . . . .	21
2019/27	Private Fundraising and Partnerships: financial report for the year ended 31 December 2018 . . . . .	22
2019/28	Cost recovery: joint review of the existing cost definitions and classifications of activities and associated costs . . . . .	22

## First regular session, 5–6 February 2019

2019/1

### Working methods

#### *The Executive Board*

1. *Takes note* of the rules of procedure of the Executive Boards of UNICEF, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services (UNOPS), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme (WFP);

2. *Recalls* decision 2018/14 on the working methods of the Executive Board, in which the Bureau of UNICEF, in collaboration with the Bureaux of UNDP, UNFPA and UNOPS, UN-Women and WFP, was asked to launch a joint consultative process with the Member States starting at the first regular session of 2019;

3. *Takes note with appreciation* of the formation of the core group of Member States to lead the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions as well as the functions of the joint meeting of the Boards, building on the joint response prepared by the secretariats and in close consultation with all Member States, seeking their inputs to the written account of the core group;

4. *Requests* the Executive Board secretariats to support the core group, upon request, in analysing the effects of its findings and suggestions;

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.

*First regular session  
6 February 2019*

2019/2

### Country programme documents

#### *The Executive Board*

1. *Takes note* that the country programme document for Niger ([E/ICEF/2019/P/L.1](#)), including the aggregate indicative budget, was made available to Member States for their comments and input from 12 to 30 November 2018, in accordance with Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme document for Niger ([E/ICEF/2019/P/L.1](#)), including the aggregate indicative budget.

*First regular session  
6 February 2019*

**2019/3**  
**Extensions of ongoing country programmes**

*The Executive Board*

*Approves* the two-year extensions of the country programmes for Afghanistan and the Comoros and the one-year extension of the country programme for South Africa, following a previous 15-month extension, as presented in the table in document [E/ICEF/2019/P/L.2](#).

*First regular session*  
*6 February 2019*

**2019/4**  
**UNICEF programme cooperation**

*The Executive Board*

*Encourages* UNICEF to increase conformity between country programme cycles and United Nations Development Assistance Framework cycles through the active use of country programme extensions.

*First regular session*  
*6 February 2019*

**2019/5**  
**Evaluation reports and management responses**

*The Executive Board*

1. *Takes note with appreciation* of the formative evaluation of the Out-Of-School Children Initiative and its executive summary ([E/ICEF/2019/3](#)), and takes note of its findings, conclusions and recommendations;

2. *Takes note* of the management response ([E/ICEF/2019/4](#)), including proposed actions to improve performance and strengthen policy guidance and programming;

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;

4. *Takes note with appreciation* of the independent panel review of the UNICEF response to protection from sexual exploitation and abuse and its executive summary ([E/ICEF/2019/5](#)), including its findings, conclusions and recommendations;

5. *Welcomes* the management response ([E/ICEF/2019/6](#)), including actions to strengthen policies and guidance on global leadership, an organization-wide response, country-level implementation, child rights and community engagement, and organizational culture change;

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.

*First regular session*  
*6 February 2019*

**2019/6**  
**UNICEF financial report and audited financial statements for the year ended**  
**31 December 2017 and report of the Board of Auditors**

*The Executive Board*

1. *Takes note* of the report of the Board of Auditors for the financial period that ended on 31 December 2017 (A/73/5/Add.3) as well as recommendations from prior years and welcomes the provision this year for the first time of a separate management response to that report;
2. *Notes* the unqualified audit opinion for 2017 issued by the United Nations Board of Auditors for UNICEF;
3. *Also notes* the findings of the Board of Auditors that UNICEF has, in recent years, taken steps to strengthen financial and managerial control over its operations;
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;
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;
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.

*First regular session*  
*6 February 2019*

**2019/7**  
**Private Fundraising and Partnerships: 2019 workplan and proposed budget**

**A. Private Fundraising and Partnerships budgeted expenses for the 2019 fiscal year (special purpose)**

*The Executive Board*

1. *Approves* for the fiscal year 2019 (1 January to 31 December) budgeted special purpose expenses of \$245.4 million, as detailed in the table below:

(Millions of United States dollars)

Investment fund costs funded by special purpose regular resources	115.0
Other private sector fundraising costs funded by special purpose regular resources	66.5
<b>Total private sector fundraising and partnerships costs funded by special purpose regular resources</b>	<b>181.5</b>
<b>Private sector fundraising and partnerships costs funded by special purpose other resources</b>	<b>63.9</b>
<b>Total special purpose expenses</b>	<b>245.4</b>

2. *Authorizes* UNICEF

(a) To incur expenses, as summarized in column II of table 3 of document [E/ICEF/2019/AB/L.1](#), and to decrease or increase expenses up to the levels indicated in columns I and III of the same table, should the apparent revenue from fundraising decrease or increase to the levels indicated in columns I and III;

(b) 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;

(c) To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2019 approved workplan;

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;

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.

**B. Budgeted revenue for the year 2019**

*The Executive Board*

*Notes* that, for the period 1 January to 31 December 2019, Private Fundraising and Partnerships revenue is budgeted at \$1.8 billion, as shown in column II of table 3 of document [E/ICEF/2019/AB/L.1](#).

**C. Policy issues**

*The Executive Board*

1. *Approves* the allocation of investment funds amounting to \$115 million for 2019;

2. *Also approves* an interim one-month allocation for January 2020 of \$18.2 million (or 10 per cent of the special purpose regular resources allocation of \$181.5 million), to be absorbed in the annual Private Fundraising and Partnerships budget for 2020.

*First regular session  
6 February 2019*

**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**

*The Executive Board*

1. *Welcomes* the update provided by UNICEF on the implementation of General Assembly resolution [72/279](#) of 31 May 2018 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;

2. *Recognizes* the continuing contributions of UNICEF in operationalizing resolution 72/279 and requests it, in line with General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, resolution 72/279 and the Secretary-General's implementation plan, 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;

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;

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;

5. *Welcomes* the efforts undertaken by UNICEF to operationalize its Strategic Plan while implementing resolution 72/279;

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;

7. *Welcomes* the strong commitment of UNICEF, as part of the United Nations Sustainable Development Group, to redeploy its efficiency gains from United Nations development system reform for development activities, including coordination, and 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;

8. *Also welcomes* the steps already taken by UNICEF to support the reinvigorated resident coordinator system, including the transfer of its 2019 cost-sharing contribution to the United Nations Development Coordination Office.

*First regular session  
6 February 2019*

## Annual session, 11–13 June 2019

2019/9

### Working methods

#### *The Executive Board*

1. *Reaffirms* the rules of procedure of the Executive Board of UNICEF;
2. *Welcomes* the written account of the core group of Member States that led the joint consultative process with Member States, in an open, transparent and inclusive manner, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Executive Boards in line with decisions 2019/1 and 2018/14;
3. *Recognizes* the technical support provided by the secretariats of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme (WFP) Executive Boards to the core group and notes the annex to the written account as prepared by the secretariats;
4. *Stresses* that the overarching principles of the discussion on working methods of the Executive Boards are the preservation of executive guidance and oversight of agencies; avoidance of duplication with the function of the Economic and Social Council operational activities segment and the respective Executive Boards; and respect for the different mandates and characteristics of each agency, fund, programme and entity;
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;
6. *Also requests* the secretariat of the UNICEF Executive Board, in collaboration with the secretariats of the Executive Boards of 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, mindful that the joint meeting of the Boards does not have decision-making authority and of the need to avoid duplication and overlap with the functions of the Economic and Social Council operational activities segment;
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;
8. *Requests* that an informal meeting of the Presidents of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP, at no cost to the organizations, be held on a regular basis for enhanced harmonization of common issues, and for increased coordination among agencies, funds, programmes and entities and the respective Executive Boards, while bearing in mind that, according to the rules of procedure of the Executive Boards, the Presidents remain under the authority of the respective Executive Boards and do not have the authority to make decisions on any substantive matters, and that the outcome of the meetings be shared with the wider membership;



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;

10. *Recommends* that, for continuity and smooth transition between outgoing and incoming Bureaux, whenever appropriate and consistent with the relevant rules of procedure, regional groups could 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;

11. *Notes* the need for flexibility on chairing the informal meetings of the Executive Board from the President of the Bureau or one of the Vice-Presidents;

12. *Requests* that the secretariat, in collaboration with the secretariats of the Executive Boards of 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;

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;

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;

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;

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. The statements and presentations should be concise in highlighting the main issues, evidenced-based and action-oriented in addressing the challenges;

17. *Strongly encourages* the President to enforce implementation of time limits for statements;

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;

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, in order to give host countries as well as agencies as much time as possible to prepare for the visits;

20. *Also requests* the Bureau, assisted by the secretariat, 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 Board at the first regular session of 2020;

21. *Further requests* the secretariat of UNICEF to circulate proposed draft decisions to the wider membership at least four weeks prior to each session, at the discretion of the Bureau, and reiterates its strong encouragement to Member States to

provide their comments on draft decisions, to the extent possible, prior to the start of the session, with a view to starting substantive consultations on the draft decisions on the first day of negotiations, without pre-empting bringing in additional proposals during negotiations;

22. *Requests* the secretariat, in collaboration with the secretariats of the Executive Boards of 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;

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;

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 so as to avoid overlap of schedules with other funds and programmes as well as major official meetings, including the Economic and Social Council operational activities segment.

*Annual session  
13 June 2019*

## **2019/10**

### **Annual report for 2018 of the Executive Director of UNICEF**

#### *The Executive Board*

1. *Takes note* of the annual report for 2018 of the Executive Director of UNICEF, including 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 (QCPR); the report on the implementation of the common chapter; and the data companion and scorecard;

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;

3. *Decides* to transmit the above-mentioned reports to the Economic and Social Council, along with a summary of the comments and guidance of the Executive Board.

*Annual session  
13 June 2019*

## **2019/11**

### **Annual report on UNICEF humanitarian action**

#### *The Executive Board*

1. *Takes note* of the annual report on UNICEF humanitarian action ([E/ICEF/2019/12](#));

2. *Welcomes* the continued increase in dialogue between the UNICEF secretariat and the Executive Board on the critical work of UNICEF in humanitarian action, including through improvements to the annual report on UNICEF humanitarian action and more geographic diversity;

3. *Recalls* its decision 2018/9 and urges UNICEF to include reporting on the UNICEF Strategic Plan, 2018–2021 and the Core Commitments for Children in Humanitarian Action in subsequent annual reports on humanitarian action;

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.

*Annual session  
13 June 2019*

## **2019/12**

### **Country programme documents**

#### *The Executive Board*

1. *Takes note* that the country programme document for the Congo ([E/ICEF/2019/P/L.3](#)), including the aggregate indicative budget, was made available to Member States for their comments and input from 18 March to 5 April 2019, in accordance with Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme document for the Congo ([E/ICEF/2019/P/L.3](#)), including the aggregate indicative budget.

*Annual session  
11 June 2019*

## **2019/13**

### **Extensions of ongoing country programmes**

#### *The Executive Board*

1. *Takes note* of the two-month extension of the country programme for Mali and the first one-year extension of the country programme for Tunisia, which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2019/P/L.4](#);

2. *Approves* the one-year extension of the country programme for Yemen, following two previous one-year extensions and a previous two-year extension, as presented in table 2 of document [E/ICEF/2019/P/L.4](#).

*Annual session  
13 June 2019*

## **2019/14**

### **Evaluation reports and management responses**

#### *The Executive Board*

1. *Takes note* of the annual report for 2018 on the evaluation function in UNICEF ([E/ICEF/2019/14](#)) and its management response ([E/ICEF/2019/15](#)), and welcomes the timely implementation of the revised evaluation policy;

2. *Welcomes* that UNICEF had the highest number of evaluations since 2012, and takes note with appreciation of the addition of three senior evaluation specialists at the regional level and 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;

3. *Also welcomes* the continued coordination of the Evaluation Office within the United Nations development system and the good progress on the evaluation of UNICEF activities, but 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;

4. *Further welcomes* the summary of corporate evaluations, evaluability assessments, syntheses and reviews completed in 2018 and 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;

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;

6. *Takes note* of the evaluation of the coverage and quality of the UNICEF humanitarian response in complex humanitarian emergencies, its executive summary ([E/ICEF/2019/16](#)) and its management response ([E/ICEF/2019/17](#));

7. *Requests* UNICEF to develop structured approaches to accountability towards affected populations and to country-level dialogue with implementing partners about humanitarian principles;

8. *Encourages* all country offices in complex humanitarian emergencies to make use of vulnerability analysis clearly identifying the girls and boys most in need;

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  
13 June 2019*

## **2019/15**

### **Report of the Ethics Office of UNICEF for 2018, and management response**

#### *The Executive Board*

1. *Takes note* of the report of the Ethics Office of UNICEF for 2018 ([E/ICEF/2019/18](#)) and its management response ([E/ICEF/2019/19](#));

2. *Appreciates* the increased activities of the Ethics Office in providing advice and guidance to staff and management on ethical issues, and welcomes the proactive role of the Principal Adviser, Ethics, in promoting ethical standards system-wide and within UNICEF;

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;

4. *Recalls* its decision 2018/11 and requests UNICEF to share a summary of the results and recommendations of the Global Staff 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;

5. *Recalls* its decision 2018/11 and takes note of the Ethics Office's notable increase in activities 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  
13 June 2019*

## **2019/16**

### **Office of Internal Audit and Investigations 2018 annual report to the Executive Board, and management response**

#### *The Executive Board*

1. *Takes note* of the UNICEF Office of Internal Audit and Investigations 2018 annual report to the Executive Board ([E/ICEF/2019/AB/L.3](#)) and its management response ([E/ICEF/2019/AB/L.4](#)) and the report of the Audit Advisory Committee and welcomes the overall opinion of the adequacy and effectiveness of the organization's framework of governance, risk management and control;

2. *Welcomes* the reporting against key performance indicators related to the work of the Office;

3. *Also welcomes* the inclusion in the 2018 annual report to the Executive Board of more-detailed analysis of cases of sexual exploitation and abuse of beneficiaries and sexual harassment in the workplace, in accordance with its mandate, including allegations, investigations and actions taken;

4. *Further welcomes* the establishment of the Child Safeguarding Unit within the Office of the Executive Director of UNICEF;

5. *Takes note* of the significant increase in allegations regarding sexual exploitation and abuse, harassment and abuse of authority;

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;

7. *Acknowledges* the high implementation rate of audit recommendations and takes note of management's development of action plans to address the most-significant risk areas related to programme management, risk management, accountability, supply, logistics and asset management and safety and security;

8. *Notes with concern* the challenge to recover funds from implementing partners;

9. *Encourages* UNICEF to strengthen the systematic prevention and detection of and response to fraud and misconduct in all its forms in accordance with the UNICEF Anti-Fraud Strategy, taking note with concern of the low number of allegations related to fraud;

10. *Welcomes* the recommendation to UNICEF management to simplify the policy architecture for the better understanding of and compliance with organizational policies and manuals by staff;

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.

*Annual session  
13 June 2019*

## **2019/17**

### **Update on policies and processes of UNICEF on tackling sexual exploitation and abuse and sexual harassment**

#### *The Executive Board*

1. *Recalls* its decisions 2018/8 and 2019/5, and takes note with appreciation of the zero-tolerance approach of the Executive Director to tackle sexual exploitation and abuse and sexual harassment, within the organization and system-wide, and welcomes the updates presented at this annual session in this regard;

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;

3. *Takes note with appreciation* of the UNICEF strategy to prevent and respond to sexual exploitation and abuse of beneficiaries and sexual harassment, including actions for victim support, reporting, accountability and partnerships, and 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  
13 June 2019*

## **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**

#### *The Executive Board*

1. *Welcomes* the update provided by UNICEF on the implementation of General Assembly resolution [72/279](#) of 31 May 2018 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;

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 is the most important planning document of the United Nations development system at the country level; and requests UNICEF to provide an update at the next session of the Executive Board on adjustments required;

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;

4. *Welcomes* the preliminary update provided by UNICEF on efficiencies, including through shared business operations and premises; 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, including from General Assembly resolutions [71/243](#) of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and [72/279](#) on the repositioning of the United Nations development system, 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 support services by enhancing inter-agency cooperation ([JIU/REP/2018/5](#));

5. *Requests* regular updates to the Executive Board on efficiency gains and their redeployments, through existing reporting mechanisms;

6. *Also requests* UNICEF to continue to support the efforts of the Secretary-General to develop a tracking system to monitor efficiency gains;

7. *Welcomes* that UNICEF contributed its doubled contributions to the resident coordinator cost-sharing, and 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;

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;

9. *Also recalls* the importance of funding predictability and urges Member States in a position to do so to prioritize regular resources and multi-year pledges;

10. *Encourages* UNICEF, in collaboration with the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), to 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  
13 June 2019*

## Second regular session, 11–13 September 2019

2019/19

### Proposed programme of work for the Executive Board sessions in 2020

#### *The Executive Board*

*Adopts* the programme of work for the Executive Board sessions in 2020 as a flexible framework subject to revisions as appropriate in the course of the year.

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Joint meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP (29 May 2020)<sup>1</sup>

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<i>First regular session 11–13 February 2020</i>	<i>Annual session 29 June–2 July 2020</i>	<i>Second regular session 8–11 September 2020</i>
<b>Organizational and procedural matters</b>	<b>Organizational and procedural matters</b>	<b>Organizational and procedural matters</b>
Election of the President and Vice-Presidents of the Executive Board ( <i>D</i> ) (14 January 2020) <sup>1</sup>		Proposed programme of work for the Executive Board sessions in 2021 ( <i>D</i> )
Working methods ( <i>D</i> )		
<b>Programme and policy matters</b>	<b>Programme and policy matters</b>	<b>Programme and policy matters</b>
UNICEF programme cooperation:	Report on the midterm review of the Strategic Plan, 2018–2021 and annual report for 2019 of the Executive Director of UNICEF ( <i>D</i> )	UNICEF programme cooperation:
Country programme documents ( <i>D</i> )		Country programme documents ( <i>D</i> )
Extensions of ongoing country programmes ( <i>D</i> )	UNICEF report on the recommendations of the Joint Inspection Unit <sup>2</sup> ( <i>I</i> )	Extensions of ongoing country programmes ( <i>D</i> )
Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings ( <i>I</i> )	Annual report on UNICEF humanitarian action ( <i>D</i> )	Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 ( <i>D</i> )
Update on UNICEF humanitarian action ( <i>I</i> )	Annual report on the implementation of the UNICEF Gender Action Plan, 2018–2021 ( <i>I</i> )	Oral update on UNICEF humanitarian action ( <i>I</i> )
Extension and expansion of the Vaccine Independence Initiative and its revolving fund ( <i>D</i> )	UNICEF programme cooperation:	
	Country programme documents ( <i>D</i> )	
Update on the midterm review of the Strategic Plan, 2018–2021 ( <i>D</i> )	Extensions of ongoing country programmes ( <i>D</i> )	

<sup>1</sup> This date is tentative.

<sup>2</sup> The report is considered under the agenda item, “Report on the midterm review of the Strategic Plan, 2018–2021 and annual report for 2019 of the Executive Director of UNICEF”.



*First regular session  
11–13 February 2020*

*Annual session  
29 June–2 July 2020*

*Second regular session  
8–11 September 2020*

**Evaluation, audit and oversight matters**

Evaluation of innovation in UNICEF work, and management response (*D*)

Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse; the Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of Internal Audit and Investigations; and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority (*I*)

**Resource, financial and budgetary matters**

UNICEF financial report and audited financial statements for the year ended 31 December 2018 and report of the Board of Auditors, and management response (*D*)

Private Fundraising and Partnerships: 2020 workplan and proposed budget (*D*)

**Evaluation, audit and oversight matters**

Annual report for 2019 on the evaluation function in UNICEF, and management response (*D*)

Evaluation of the UNICEF Gender Action Plan, and management response (*D*)

Report of the Ethics Office of UNICEF for 2019, and management response (*D*)

Office of Internal Audit and Investigations 2019 annual report to the Executive Board, and management response (*D*)

UNICEF Audit Advisory Committee 2019 annual report (*I*)

Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse; the Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of Internal Audit and Investigations; and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority (*D*)

**Resource, financial and budgetary matters**

Midterm review of the UNICEF integrated budget, 2018–2021 (*D*)

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 (*I*)

**Evaluation, audit and oversight matters**

Evaluation of the UNICEF contribution to education in humanitarian situations, and management response (*D*)

Oral update on UNICEF research activities and priorities in this regard (*I*)

**Resource, financial and budgetary matters**

UNICEF Strategic Plan: updated financial estimates, 2020–2023 (*D*)

Private Fundraising and Partnerships: financial report for the year ended 31 December 2019 (*D*)

Joint comprehensive proposal on the cost-recovery policy (*D*)

<i>First regular session</i> 11–13 February 2020	<i>Annual session</i> 29 June–2 July 2020	<i>Second regular session</i> 8–11 September 2020
Joint preliminary comprehensive proposal on the cost-recovery policy (I)		
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 (I)		
<b>Other matters</b>	<b>Other matters</b>	<b>Other matters</b>
Provisional list of agenda items for the annual session of 2020 (I)	Address by the Chairperson of the UNICEF Global Staff Association  Provisional list of agenda items for the second regular session of 2020 (I)	Reports of the field visit of the Executive Board of UNICEF and the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Woman and WFP (I)  Provisional list of agenda items for the first regular session of 2021 (I)

*Note: (D) — For decision:* The secretariat prepares documentation on the agenda item. The Executive Board is expected to discuss and adopt a decision under the agenda item.

*(I) — For information:* The secretariat prepares documentation for information. The Executive Board may opt to take a decision under the agenda item.

*Second regular session*  
13 September 2019

## 2019/20

### Working methods

#### *The Executive Board*

1. *Welcomes* the joint response prepared by the secretariats of the Executive Boards of the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women);

2. *Emphasizes* the importance of coherence, collaboration and coordination in the work of the Executive Boards of the funds and programmes, while reaffirming the authority of each Board to adopt decisions at its own discretion;

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.

*Second regular session  
13 September 2019*

## **2019/21**

### **Country programme documents**

#### *The Executive Board*

1. *Reaffirms* Executive Board decision 2014/1 on modifications to procedures for consideration and approval of country programme documentation;

2. *Takes note* that the country programme documents, including aggregate indicative budgets, for Angola, Iraq, Liberia, Mexico and Sierra Leone ([E/ICEF/2019/P/L.5](#), [E/ICEF/2019/P/L.6](#), [E/ICEF/2019/P/L.7](#), [E/ICEF/2019/P/L.9](#) and [E/ICEF/2019/P/L.10](#)) were made available to Member States for their comments and input from 18 June to 8 July 2019;

3. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Angola, Iraq, Liberia, Mexico and Sierra Leone ([E/ICEF/2019/P/L.5](#), [E/ICEF/2019/P/L.6](#), [E/ICEF/2019/P/L.7](#), [E/ICEF/2019/P/L.9](#) and [E/ICEF/2019/P/L.10](#)).

*Second regular session  
13 September 2019*

## **2019/22**

### **Extensions of ongoing country programmes**

#### *The Executive Board*

1. *Takes note* of the two-month extension of the country programme for Paraguay, and the first one-year extensions of the country programmes for Guatemala, Madagascar and the Bolivarian Republic of Venezuela, which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2019/P/L.11/Rev.1](#);

2. *Approves* the two-month extensions of the country programmes for Cuba, following a previous one-year extension, and the Democratic Republic of the Congo, following two one-year extensions; and the nine-month extension of the country programme for the Syrian Arab Republic, following two previous one-year extensions, as presented in table 2 of document [E/ICEF/2019/P/L.11/Rev.1](#).

*Second regular session  
13 September 2019*

**2019/23**

**Structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021**

*The Executive Board*

1. *Takes note* of the structured dialogue on financing the results of the UNICEF Strategic Plan, 2018–2021 ([E/ICEF/2019/27](#)) and welcomes the improvement made to the format of the report;

2. *Requests* UNICEF to present more information on the innovative financing mechanisms mentioned in the report;

3. *Welcomes* steps taken by UNICEF, in collaboration with United Nations development system entities and Member States, to follow up on the commitments of the funding compact, and 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;

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;

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 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.

*Second regular session  
13 September 2019*

**2019/24**

**Evaluation report and management response**

*The Executive Board*

1. *Welcomes* the evaluation report on strengthening child protection systems: evaluation of UNICEF strategies and programme performance, its executive summary ([E/ICEF/2019/23](#)) and its management response ([E/ICEF/2019/24](#));

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;

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;

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;

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;

6. *Requests* UNICEF to provide the Executive Board with regular updates on its work in child protection systems-strengthening.

*Second regular session  
13 September 2019*

## **2019/25**

### **Report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority, and management response**

#### *The Executive Board*

1. *Welcomes* the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority, its summary ([E/ICEF/2019/25](#)) and its management response ([E/ICEF/2019/26](#));

2. *Takes note with appreciation* of the Morgan Lewis report on sexual harassment investigations conducted by the UNICEF Office of Internal Audit and Investigations;

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;

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;

5. *Also encourages* UNICEF to ensure that action taken in response to the report of the Independent Task Force reinforces and complements action taken as part of its response to the independent panel review of the UNICEF response to protection from sexual exploitation and abuse.

*Second regular session  
13 September 2019*

## **2019/26**

### **UNICEF Strategic Plan: updated financial estimates, 2019–2022**

#### *The Executive Board*

1. *Takes note* of the planned financial estimates for the period 2019–2022, contained in document [E/ICEF/2019/AB/L.5](#), as a flexible framework for supporting UNICEF programmes;

2. *Approves* the integrated resources framework of planned financial estimates for the period 2019–2022, and also approves the preparation of country

programme expenditure submissions to the Executive Board of up to \$1.38 billion from regular resources in 2020, subject to the availability of resources and the continued validity of the planned financial estimates;

3. *Requests* UNICEF to provide annual updates to the Executive Board on the progress of funding its reserves for staff liabilities.

*Second regular session  
13 September 2019*

**2019/27**

**Private Fundraising and Partnerships: financial report for the year ended 31 December 2018**

*The Executive Board*

1. *Takes note* of the Private Fundraising and Partnerships: financial report for the year ended 31 December 2018 ([E/ICEF/2019/AB/L.6](#));

2. *Recognizes* the funding model of UNICEF, which relies on significant contributions from the private sector;

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;

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;

5. *Requests* UNICEF to provide, in the Private Fundraising and 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.

*Second regular session  
13 September 2019*

**2019/28**

**Cost recovery: joint review of the existing cost definitions and classifications of activities and associated costs**

*The Executive Board*

1. *Takes note* of the analysis contained in the document entitled “Joint review of the existing cost definitions and classifications of activities and associated costs” ([DP/FPA-ICEF-UNW/2019/1](#));

2. *Reiterates* its decision 2018/21 and paragraph 35 of General Assembly resolution [71/243](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

3. *Endorses* recommendations 1 and 2 for further alignment contained in the present report for application effective in their integrated budgets, beginning in 2022, and requests UNICEF, working with the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services and the United Nations Entity for Gender Equality and the Empowerment of Women (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;

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.

*Second regular session  
13 September 2019*

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