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United Nations Children's Fund

Executive Board

Compendium of decisions adopted by the Executive Board in 2023

<i>Decision</i>	<i>Page</i>
First regular session, 7–10 February 2023	
2023/1 Country programme documents.....	3
2023/2 Extension of ongoing country programmes.....	3
2023/3 Evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025, and management response	4
2023/4 UNICEF financial report and audited financial statements for the year ended 31 December 2021 and report of the Board of Auditors, and management response	4
2023/5 Private Fundraising and Partnerships: 2023 workplan and proposed budget	4
Annual session, 13–16 June 2023	
2023/6 Annual report for 2022 of the Executive Director of UNICEF	5
2023/7 Annual report on UNICEF humanitarian action.....	6
2023/8 Country programme documents.....	6
2023/9 Extensions of ongoing country programmes.....	6
2023/10 Update on protection from sexual exploitation and abuse	7
2023/11 Update on organizational culture and diversity	8
2023/12 Evaluation reports and management response.....	8
2023/13 UNICEF Office of Internal Audit and Investigations 2022 annual report to the Executive Board, and management response	9
2023/14 Report of the Ethics Office of UNICEF for 2022, and management response.....	11
2023/15 Update on implementation efforts on the repositioning of the United Nations development system.....	11



2023/16	Private Fundraising and Partnerships: financial report for the year ended 31 December 2022	12
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Second regular session, 5–7 September 2023

2023/17	Country programme documents.....	12
2023/18	Extensions of ongoing country programmes.....	13
2023/19	Structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025	13
2023/20	Revised evaluation policy of UNICEF.....	14
2023/21	UNICEF Strategic Plan: updated financial estimates, 2023–2026	15

First regular session, 7–10 February 2023

2023/1

Country programme documents

The Executive Board

1. *Takes note* that the country programme documents for Algeria, Bolivia (Plurinational State of), Central African Republic, Costa Rica, Dominican Republic, Ecuador, Haiti, Iran (Islamic Republic of), Lebanon, Nepal and Sao Tome and Principe ([E/ICEF/2023/P/L.2–E/ICEF/2023/P/L.6](#), [E/ICEF/2023/P/L.8–E/ICEF/2023/P/L.10](#) and [E/ICEF/2023/P/L.12–E/ICEF/2023/P/L.14](#)), the multi-country programme for the Pacific Islands ([E/ICEF/2023/P/L.1](#)) and the area programme document for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine ([E/ICEF/2023/P/L.11](#)), including aggregate indicative budgets, were made available to Member States for their comments and input from 15 November to 5 December 2022; that the common country programme document for Cabo Verde ([DP/FPA-ICEF/CCPD/2023/CPV/1](#)), including aggregate indicative budget, was made available to Member States for their comments and input from 7 November to 25 November 2022; and that the country programme document for Venezuela (Bolivarian Republic of) ([E/ICEF/2023/P/L.7](#)), including aggregate indicative budget, was made available to Member States for their comments and input from 18 November to 8 December 2022;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents for Algeria, Bolivia (Plurinational State of), Central African Republic, Costa Rica, Dominican Republic, Ecuador, Haiti, Iran (Islamic Republic of), Lebanon, Nepal, Sao Tome and Principe and Venezuela (Bolivarian Republic of), the multi-country programme for the Pacific Islands, the area programme document for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine, and the common country programme document for Cabo Verde ([E/ICEF/2023/P/L.1–E/ICEF/2023/P/L.14](#) and [DP/FPA-ICEF/CCPD/2023/CPV/1](#)), including aggregate indicative budgets.

*First regular session
8 February 2023*

2023/2

Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the six-month extension of the country programme for Papua New Guinea, following a six-month extension; and the 10-month extension of the country programme for Mauritania, following a two-month extension, both of which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2023/P/L.15](#);

2. *Approves* the 10-month extension of the country programme for Brazil, following a one-year extension and a two-month extension; the proposed 10-month extension of the country programme for the Gambia, following a one-year extension and a two-month extension; and the proposed 10-month extension of the country programme for Afghanistan, following a two-year extension, a three-month extension and an 11-month extension, all of which are presented in table 2 of document [E/ICEF/2023/P/L.15](#).

*First regular session
9 February 2023*

2023/3

Evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025, and management response

The Executive Board

1. *Welcomes* the evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025, its summary ([E/ICEF/2023/3](#)) and its management response ([E/ICEF/2023/4](#));
2. *Calls upon* UNICEF to implement all 12 recommendations and maintain the fundamental organizational strengths identified in the evaluability assessment and formative evaluation, to ensure that the organization is better positioned to achieve the Strategic Plan, 2022–2025;
3. *Requests* UNICEF to further elaborate the action plan, including concrete actions, to enable maximum achievement of these recommendations in the evaluability assessment and formative evaluation, and to present to the Executive Board at the annual session of 2024 an update on progress achieved as part of the midterm review of the Strategic Plan, 2022–2025.

*First regular session
9 February 2023*

2023/4

UNICEF financial report and audited financial statements for the year ended 31 December 2021 and report of the Board of Auditors, and management response

The Executive Board

1. *Welcomes* the unqualified audit opinion for 2021 issued by the Board of Auditors, the report of the Board of Auditors for the financial period that ended on 31 December 2021 ([A/77/5/Add.3](#)) as well as the management response ([E/ICEF/2023/AB/L.2](#));
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;
3. *Calls upon* UNICEF to report on the impacts of the implementation of these recommendations, with inclusion of references to aspects of organizational culture, such as briefings to staff, trainings or updated standard operating procedures, in its reporting on audit recommendations;
4. *Recalls* its decisions 2020/6, paragraph 5, and 2021/4, paragraph 3, and underlines the importance of timely closure of recommendations related to the management of implementing partners.

*First regular session
9 February 2023*

2023/5

Private Fundraising and Partnerships: 2023 workplan and proposed budget

The Executive Board

1. *Notes* the high, medium and low revenue scenarios for 2023, as shown in table 3 of document [E/ICEF/2023/AB/L.1](#);

2. *Approves* a budget for special purpose activities of \$160.3 million from regular resources, comprising \$85 million for investment funds and \$75.3 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$66 million based on the medium scenario in table 3 of document [E/ICEF/2023/AB/L.1](#);

3. *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/2023/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 2023 approved workplan;

4. *Encourages* the Executive Director to identify and respond to opportunities in new markets, should they arise, between Executive Board sessions and to notify the Board accordingly;

5. *Approves* an interim one-month allocation for January 2024 of \$16.0 million (or 10 per cent of the special purpose regular resources allocation of \$160.3 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2024.

*First regular session
9 February 2023*

Annual session, 13–16 June 2023

2023/6

Annual report for 2022 of the Executive Director of UNICEF

The Executive Board

1. *Takes note* of the annual report for 2022 of the Executive Director of UNICEF, as well as the report on the implementation of the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2022–2025; the report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the description of independent oversight functions/bodies in UNICEF; and the data companion and scorecard;

2. *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;

3. *Takes note* of the UNICEF report on the recommendations of the Joint Inspection Unit, including the management responses to the four recommendations of the Joint Inspection Unit intended for consideration by the Executive Board.

*Annual session
16 June 2023*

2023/7

Annual report on UNICEF humanitarian action

The Executive Board

1. *Takes note* of the annual report on UNICEF humanitarian action ([E/ICEF/2023/14](#));
2. *Calls upon* UNICEF to intensify its localization efforts to ensure strong and equitable local partnerships in full respect of humanitarian principles and in accordance with United Nations guiding principles for humanitarian assistance, covering quality funding, systemic capacity-building, meaningful participation of relevant local actors in humanitarian coordination and decision-making, and steps, as appropriate, towards more risk management, as part of a United Nations system-wide coordinated response;
3. *Requests* UNICEF to provide an oral update on its humanitarian action during the second regular session of the Executive Board starting from 2023 and from then on, to provide a humanitarian update during each session of the Executive Board;
4. *Also requests* 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 2024, including progress made on localization efforts.

*Annual session
16 June 2023*

2023/8

Country programme documents

The Executive Board

1. *Takes note* that the country programme document, including aggregate indicative budget, for Chile ([E/ICEF/2023/P/L.16](#)) was made available to Member States for their comments and input from 21 March to 10 April 2023;
2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme document, including aggregate indicative budget, for Chile ([E/ICEF/2023/P/L.16](#)).

*Annual session
15 June 2023*

2023/9

Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the two-month extensions of the country programmes for Cambodia and the Philippines, and the one-year extension of the country programme for Namibia, which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2023/P/L.17](#);
2. *Approves* the one-year extension of the country programme for the Democratic People's Republic of Korea, following two consecutive one-year extensions, which is presented in table 2 of document [E/ICEF/2023/P/L.17](#).

*Annual session
16 June 2023*

2023/10

Update on protection from sexual exploitation and abuse

The Executive Board

1. *Welcomes* the update provided by UNICEF on progress made on protecting against sexual exploitation and abuse;
2. *Requests* UNICEF to provide an update to the Executive Board at the annual session of 2024, for decision, on how the organization is preventing and responding to sexual exploitation and abuse;
3. *Notes with appreciation*, recalling Executive Board decision 2022/6, the progress made and the need for continued system-wide efforts to prevent and respond to sexual exploitation and abuse as well as to sexual harassment, as part of the “zero tolerance for inaction” approach, including ensuring that the required actions implemented at country, regional and global levels are properly resourced and deliver impact;
4. *Requests* UNICEF to continue to take action to ensure a victim/survivor-centred, system-wide and coherent approach to preventing and responding to sexual exploitation and abuse and sexual harassment, while leveraging its mandate, and to continue to foster an inclusive and respectful organizational culture where all personnel are empowered and encouraged to report sexual exploitation and abuse and sexual harassment;
5. *Encourages* UNICEF in this regard to continue to report to the Executive Board about all cases in a transparent and accountable manner, and to ensure that reporting mechanisms are safe, inclusive and victim/survivor-centred, and to strengthen its efforts in whistle-blower protection against retaliation;
6. *Also encourages* UNICEF to continue to strive for inter-agency harmonization of reporting, and in this regard requests UNICEF to develop a more uniform template for future reports on this topic to be shared with the Executive Board, to better track year-on-year progress against indicators, allow for enhanced comparison of reports, and continue to gain a more strategic understanding of the results, impact and organizational culture change achieved from its efforts and activities;
7. *Further encourages* UNICEF to further increase its system-wide collaboration efforts to improve coordination, reporting and transparency and to work together effectively with other United Nations entities at country, regional and global levels to ensure optimal learning from lessons learned and best practices from the entire United Nations system;
8. *Welcomes* the continued use of ClearCheck, and invites UNICEF to examine how ClearCheck and the Misconduct Disclosure Scheme can be used to complement each other to further improve vetting, and to provide an update to the Executive Board;
9. *Encourages* UNICEF to consider piloting the Scheme and to report any results within existing reporting;
10. *Notes with appreciation* UNICEF efforts to conduct risk assessments in respect of sexual exploitation and abuse; to work with implementing partners to assess and support their capacity to ensure adequate safeguards to prevent and respond to sexual exploitation and abuse; and to address victims’/survivors’ rights to support and assistance in accordance with the United Nations Protocol on the Provision of Assistance to Victims of Sexual Exploitation and Abuse.

*Annual session
16 June 2023*

2023/11

Update on organizational culture and diversity

The Executive Board

1. *Welcomes* the update provided by UNICEF on the progress made to make its organizational culture more values-based and inclusive;
2. *Also welcomes* the utilization of an evidence-based and data-driven approach in this regard and encourages UNICEF to focus measures where challenges persist, including on dedicating sufficient time to workplace culture and diversity, equity and inclusion issues, on the pace and visibility of progress on action taken by UNICEF, and on enhancing levels of psychological safety and trust;
3. *Commends* UNICEF on the publication of its first employee separation report, notes with concern the disproportionate representation of women among those resigning from UNICEF during the reporting period, and recommends that UNICEF continue to take action to address this issue;
4. *Requests* UNICEF to provide an update to the Executive Board at the annual session of 2024, as an item for decision, on how the organization is improving organizational culture and on its action to prevent and respond to all forms of discrimination, including racism and racial discrimination, and to ensure diversity, equity and inclusion;
5. *Also requests* UNICEF to take further measures with a view to improving geographical representation and gender balance across the UNICEF workforce, and report back to the Board, within existing reporting, on steps taken in that regard;
6. *Encourages* UNICEF to strengthen capacities of staff in supervisory roles in a more systematic manner, including their people management skills, in order to help managers practise the core values of UNICEF and be more effective role models for all staff.

*Annual session
16 June 2023*

2023/12

Evaluation reports and management responses

The Executive Board

1. *Takes note* of the annual report for 2022 on the evaluation function in UNICEF ([E/ICEF/2023/18](#)) and its management response ([E/ICEF/2023/19](#));
2. *Encourages* UNICEF to take the necessary steps to further strengthen the evaluation function, including by ensuring the timely implementation of management response actions;
3. *Recommends* that UNICEF include in the revised evaluation policy a timely evaluation of the modifications to the set-up of the evaluation function at country and regional levels as proposed, and if these modifications have been able to fully ensure the independence of evaluation staff;
4. *Takes note with great concern* of the significant decrease in overall evaluation expenditure to 0.59 per cent of total programme expenditure in 2022, which jeopardizes progress towards the 1 per cent funding target;

5. *Welcomes* the evaluation function's continuous focus on outcome- and impact-level evaluations as well as national evaluation capacity development, and encourages UNICEF to ensure that these types of evaluations and initiatives are firmly anchored in the revised evaluation policy and that further work and initiatives in those areas are pursued;

6. *Invites* UNICEF to seek to substantively engage programme countries during the implementation, including through related action plans, of findings and recommendations of the evaluation function and corresponding ex-post assessments at country level as relevant;

7. *Notes with concern* that the extent to which gender equality and the empowerment of women have been meaningfully integrated into the scope of the analysis has declined, as has the overall performance of UNICEF under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, and urges UNICEF to increase efforts regarding these matters in its evaluations;

8. *Takes note* of the evaluation of the UNICEF Level 3 response to the global coronavirus disease 2019 (COVID-19) pandemic, its summary ([E/ICEF/2023/20](#)) and its management response ([E/ICEF/2023/21](#));

9. *Recognizes* UNICEF leadership in the global COVID-19 vaccine delivery effort, and its wide-ranging contributions to the broader global health response to the pandemic, beyond vaccine delivery;

10. *Notes with appreciation* the completion and transition of the COVID-19 Vaccine Delivery Partnership and the critical role of UNICEF in intensified pandemic recovery efforts, within its mandate, towards improving the health and well-being of children and mothers;

11. *Requests* UNICEF to update the Executive Board at its first regular session of 2024 on the implementation of the evaluation's recommendations as well as the ongoing COVID-19 transition and recovery efforts being implemented by UNICEF, including the following:

(a) Lessons learned and best practices distilled from the work of the COVID-19 Vaccine Delivery Partnership, and how these will be applied to strengthen recovery efforts and inform future public health emergency preparedness;

(b) UNICEF urgent efforts to accelerate progress on maternal and child survival and health, and the related health targets of the Sustainable Development Goals, in line with the UNICEF Strategic Plan, 2022–2025; and

(c) UNICEF assistance to countries to ensure that health system improvements made through COVID-19 response investments are fully leveraged and sustained to build the primary health-care capacities needed to accelerate recovery efforts and to better detect, prevent and respond to future pandemic threats.

*Annual session
16 June 2023*

2023/13

UNICEF Office of Internal Audit and Investigations 2022 annual report to the Executive Board, and management response

The Executive Board

1. *Takes note* of the UNICEF Office of Internal Audit and Investigations 2022 annual report to the Executive Board ([E/ICEF/2023/AB/L.4](#)), its addendum

(E/ICEF/2023/AB/L.4/Add.1) and its management response (E/ICEF/2023/AB/L.5), as well as the UNICEF Audit Advisory Committee 2022 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;

2. *Expresses* its continuing support for the UNICEF Office of Internal Audit and Investigations and reiterates the importance of its full independence and direct access to the Executive Board;

3. *Commends* UNICEF on its high rate of implementation of audit recommendations, and encourages ongoing focus on timely implementation and closure of recommendations;

4. *Recalls* paragraph 4 of its decision 2022/21, reiterates the importance of the full independence of the UNICEF Office of Internal Audit and Investigations, and reaffirms the current practice that the Office comply with the standards of the International Professional Practice Framework by the Institute of Internal Auditors and the Uniform Principles and Guidelines for Investigation;

5. *Also recalls* its decision 2022/15 and requests UNICEF to provide sufficient staff and non-post budget for audit and investigation functions;

6. *Requests* that the UNICEF Office of Internal Audit and Investigations organize an annual closed briefing to the Executive Board to share the annual workplan, the consolidated risk assessment, and any updates and concerns related to budget and staffing;

7. *Recalls* its decisions 2022/15 and 2022/21 on more regular closed briefings with the UNICEF Office of Internal Audit and Investigations on potential red flags, emerging risks and control issues, audit findings and the status of investigations, with due regard to confidentiality and privacy;

8. *Requests* the UNICEF Office of Internal Audit and Investigations to further improve its annual report by including substantive analysis of findings and providing an overview of strategic and systemic issues and trends, and encourages the Office to continue to expand its proactive approach in high-risk areas that are susceptible to fraud, corruption and other wrongdoing and to include a discussion of these efforts in its annual report;

9. *Also requests* the UNICEF Audit Advisory Committee to present its annual report and key considerations to the Executive Board at the annual session;

10. *Encourages* the management of UNICEF to ensure better geographical representation and continue to strive for gender balance in the composition of the Committee membership;

11. *Recalls* its decision 2022/21 on the self-assessment of the independence of the UNICEF Office of Internal Audit and Investigations and requests an update from UNICEF to the Executive Board in writing, at the second regular session of 2023, on the status of implementation of the recommendations included in the self-assessment of the independence of the Office, and also requests UNICEF to provide explanations for any recommendations that have not been fully implemented or agreed to by management;

12. *Requests* UNICEF to include an item for decision, at the first regular session of 2024, on the development of an overarching system for enterprise risk management, including an update on progress on the recommendations from the internal audit of enterprise risk management and the Chief Risk Officer's initial assessment of the UNICEF risk management system.

*Annual session
16 June 2023*

2023/14**Report of the Ethics Office of UNICEF for 2022, and management response***The Executive Board*

1. *Takes note* of the report of the Ethics Office of UNICEF for 2022 (E/ICEF/2023/16) and its management response (E/ICEF/2023/17);
2. *Recalls* paragraph 4 of its decision 2022/14, and requests UNICEF to ensure that the Ethics Office can adequately execute its mandate in a sustainable manner by providing sufficient staff and non-post budget to the Ethics Office, based on a needs assessment.

*Annual session
16 June 2023*

2023/15**Update on implementation efforts on the repositioning of the United Nations development system***The Executive Board*

1. *Welcomes* the update provided by UNICEF on the implementation of General Assembly resolution [72/279](#) and related mandates 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. *Also welcomes* the commitment of UNICEF to the United Nations development system repositioning and encourages UNICEF to continue to work closely with other United Nations development system entities, under the leadership of the resident coordinator in the country, to support countries in achieving the Sustainable Development Goals, in line with the United Nations Sustainable Development Cooperation Frameworks and national plans, needs and priorities;
3. *Recalls* its decision 2022/16 and requests UNICEF to continue to implement resolutions [72/279](#), [75/233](#) and [76/4](#), and to support the efforts of the United Nations development system in implementing related mandates;
4. *Calls upon* UNICEF to strengthen efforts to implement the Management and Accountability Framework, notes the evolving nature of the Framework and calls upon the organization to share its experiences in implementing the Framework at all levels;
5. *Welcomes* that, in accordance with decision 2022/16, the update includes information from the country and regional levels on the implementation of United Nations development system reform, and requests UNICEF to continue to include this in the reporting;
6. *Requests* UNICEF to report annually on the complete United Nations development system reform checklist as an annex to the information note on implementation efforts on the repositioning of the United Nations development system;
7. *Also requests* UNICEF to continue to strive for inter-agency harmonization of reporting on entity-specific implementation efforts and results of the repositioning

of the United Nations development system, including improved delivery of development programming at the country level;

8. *Recalls* paragraph 5 of its decision 2022/16, and requests UNICEF to strengthen collaboration in joint analysis, needs assessments, planning, including collective outcomes, and programme delivery, and update the Executive Board within existing reporting mechanisms;

9. *Requests* UNICEF to continue to update the Executive Board annually on its implementation efforts on the repositioning of the United Nations development system and to continue to include this as an item for decision at the annual session.

*Annual session
16 June 2023*

2023/16

Private Fundraising and Partnerships: financial report for the year ended 31 December 2022

The Executive Board

1. *Welcomes* the Private Fundraising and Partnerships: financial report for the year ended 31 December 2022 ([E/ICEF/2023/AB/L.3](#)) and commends UNICEF and the National Committees for UNICEF for positive results in major income streams from the private sector;

2. *Takes note* that the revenue figures presented in this report are subject to external audit and that the non-financial results are indicative;

3. *Encourages* UNICEF to continue its engagement with the private sector and to more thoroughly report on innovative financing, including on risk management strategies, within existing reporting.

*Annual session
16 June 2023*

Second regular session, 5–7 September 2023

2023/17

Country programme documents

The Executive Board

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Angola, Benin, Burundi, Chad, Equatorial Guinea, Lesotho, Malawi, Mauritania, Nicaragua, Papua New Guinea, Senegal and Togo ([E/ICEF/2023/P/L.18–E/ICEF/2023/P/L.29](#), [E/ICEF/2023/P/L.21/Corr.1](#) and [E/ICEF/2023/P/L.24/Corr.1](#)) were made available to Member States for their comments and input from 13 June to 3 July 2023;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Angola, Benin, Burundi, Chad, Equatorial Guinea, Lesotho, Malawi, Mauritania, Nicaragua, Papua New Guinea, Senegal and Togo ([E/ICEF/2023/P/L.18–E/ICEF/2023/P/L.29](#), [E/ICEF/2023/P/L.21/Corr.1](#) and [E/ICEF/2023/P/L.24/Corr.1](#)).

*Second regular session
6 September 2023*

2023/18 Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the two-month extensions of the country programmes for Bhutan and Madagascar, and the one-year extension of the country programme for Sierra Leone, all of which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2023/P/L.30](#);

2. *Approves* the two-month extension of the country programme for Guinea, following a one-year extension; the two-month extension of the country programme for Brazil, following one-year, two-month and 10-month extensions; the two-month extension of the country programme for the Gambia, following one-year, two-month and 10-month extensions; the one-year extensions of the country programmes for Myanmar and Ukraine, following respective one-year extensions; the one-year extension of the country programme for the Sudan, following two consecutive one-year extensions; the two-year extension of the subregional programme for the Gulf Area; the two-year extension of the country programme for Burkina Faso, following two-year and one-year extensions; and the two-year extension of the country programme for Afghanistan, following two-year, three-month, 11-month and 10-month extensions, all of which are presented in table 2 of document [E/ICEF/2023/P/L.30](#).

*Second regular session
7 September 2023*

2023/19 Structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025

The Executive Board

1. *Welcomes* the report on the structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025 ([E/ICEF/2023/26](#)), and its related annex;

2. *Commends* the substantial progress made on United Nations entity-specific commitments under the funding compact, encourages UNICEF to continue its efforts to meet the commitments under the funding compact, and reaffirms the call, in accordance with General Assembly resolution [75/233](#), for entities of the United Nations development system and Member States to contribute to its full and effective implementation;

3. *Notes* the importance of sufficient and predictable regular resources linked to intended and demonstrated results, 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 impacts of the coronavirus disease 2019 (COVID-19) pandemic and various humanitarian crises, and to support the realization of the 2030 Agenda for Sustainable Development, while maintaining robust internal control and accountability systems;

4. *Expresses concern* over the current lower level and trend of declining voluntary contributions to regular resources provided by Member States, as these are also key to restoring development gains eroded by the COVID-19 pandemic and multiple crises;

5. *Notes with appreciation* the efforts by UNICEF to receive contributions of regular resources from the private sector (businesses, civil society, foundations, individuals and philanthropists), and requests UNICEF to continue these efforts;

6. *Notes* the importance of flexible and predictable thematic funding and inter-agency pooled funding, which complement regular resources and are critical 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;

7. *Encourages* UNICEF to continue to engage with relevant stakeholders to diversify its potential sources of funding, including the private sector, and through strengthened partnerships with international financial institutions;

8. *Notes* the importance of effective and efficient collaboration with international financial institutions, and requests that UNICEF, on an annual basis within existing reporting, provide further details to the Executive Board on joint plans, frameworks and tools underpinning this collaboration, as well as relevant results and outcomes attained;

9. *Recalls* the importance of the Member State commitments to the funding compact, particularly with regard to funding predictability, and also recalls the importance of Member States prioritizing regular resources and multi-year pledges, given that reductions in regular resources jeopardize the ability of UNICEF to achieve the results of its Strategic Plan and to uphold its normative mandate;

10. *Also recalls* the importance of broadening the contributor base, and requests UNICEF to continue engaging with Member States, through the structured funding dialogue, on shifting from highly earmarked to more predictable and flexible funding, especially for regular resources, and adhering to the mutually reinforcing commitments of the funding compact, and, in this regard, looks forward to UNICEF continuing to provide information on programme results achieved with the funding provided.

*Second regular session
7 September 2023*

2023/20

Revised evaluation policy of UNICEF

The Executive Board

1. *Takes note* of the final proposal for the revised evaluation policy of UNICEF ([E/ICEF/2023/27](#) and [E/ICEF/2023/27/Corr.1](#));

2. *Expresses gratitude* that the UNICEF evaluation function has adopted a transparent and consultative approach throughout the revision process of the evaluation policy;

3. *Recalls* its decision 2018/10 and calls upon UNICEF to regularly review the human and financial resources allocated to the evaluation function to ensure compliance with the 1 per cent funding target;

4. *Reiterates* the importance of providing concrete and comprehensive feedback to the findings and recommendations in evaluations with each management response to maximize the impact of evaluations to enhance organizational learning and future programme design;

5. *Urges* UNICEF management to promote an organizational culture that creates an enabling environment conducive to a robust evaluation function that can

effectively carry out its mandate, thereby increasing the trust placed in the organization;

6. *Commends* the planned midterm evaluation on the independence of the evaluation function (paragraph 3, decision 2023/12) and requests that the findings and recommendations be shared with the Executive Board and implemented by UNICEF prior to the next policy revision in 2028;

7. *Recalls* its decision 2018/2, paragraph 8, which requests UNICEF to seek out opportunities with other United Nations agencies for joint evaluations of joint programming, and requests UNICEF to regularly brief the Executive Board, starting at the annual session of 2024, on joint evaluations planned, under way and completed, as part of its contribution to system-wide activities and to the function of system-wide independent evaluation;

8. *Requests* UNICEF to fully implement the revised evaluation policy across all levels of the organization;

9. *Recalls* its decision 2023/12, paragraph 5, and encourages UNICEF to continue to ensure that national evaluation capacity development is a core part in the implementation of the revised evaluation policy;

10. *Endorses* the revised evaluation policy.

*Second regular session
7 September 2023*

2023/21

UNICEF Strategic Plan: updated financial estimates, 2023–2026

The Executive Board

1. *Takes note* of the planned financial estimates for the period 2023–2026, as contained in document [E/ICEF/2023/AB/L.6](#), as a flexible framework for supporting UNICEF programmes;

2. *Approves* the integrated resources framework of planned financial estimates for the period 2023–2026, and also approves the preparation of country programme expenditure submissions to the Executive Board of up to \$590 million from regular resources in 2024, subject to the availability of resources and the continued validity of these planned financial estimates;

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

4. *Also requests* an informal briefing on financial estimates for the period 2023–2026, including regular and earmarked funding, the decline in revenue, and use of surplus funds to mitigate the decline, ahead of the first regular session of 2024.

*Second regular session
7 September 2023*