



United Nations Children's Fund
 Executive Board

**Compendium of decisions adopted by the Executive Board
 in 2013**

<i>Decision</i>	<i>Page</i>
First regular session, 5-8 February 2013	
2013/1 Annual report of the Executive Director of the United Nations Children's Fund to the Economic and Social Council	3
2013/2 Oral report on UNICEF follow-up to recommendations and decisions of the UNAIDS Programme Coordinating Board meetings	3
2013/3 Country programme document for Eritrea	4
2013/4 Country programme document for Egypt	4
2013/5 Road map towards an integrated budget, beginning 2014, and update on cost recovery	5
2013/6 Private fundraising: 2013 workplan and proposed budget	7
Annual session, 18-21 June 2013	
2013/7 Annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan	9
2013/8 UNICEF strategic plan, 2014-2017 Advancing the rights of every child, especially the most disadvantaged	9
2013/9 Report on the progress of gender equality work in UNICEF	10
2013/10 Draft country programme document for Egypt	11
2013/11 Draft common country programme document for Rwanda	12

2013/12	Draft country programme and common country programme documents	12
2013/13	Evaluation	13
2013/14	Office of Internal Audit and Investigations 2012 annual report to the Executive Board	15

Second regular session, 3-6 September 2013

2013/15	Proposed programme of work for Executive Board sessions in 2014	16
2013/16	UNICEF strategic plan, 2014-2017 Realizing the rights of every child, especially the most disadvantaged	18
2013/17	UNICEF programme cooperation Draft country and area programme documents	19
2013/18	Request by Kenya to present the draft country programme document for Kenya to the UNICEF Executive Board at its first regular session of 2014	20
2013/19	UNICEF programme cooperation Extensions of ongoing country programmes	20
2013/20	The UNICEF integrated budget, 2014-2017	21

First regular session**2013/1****Annual report of the Executive Director of the United Nations Children's Fund to the Economic and Social Council***The Executive Board,*

1. *Takes note* of the report of the Executive Director of the United Nations Children's Fund to the Economic and Social Council (E/2013/6-E/ICEF/2013/3);
2. *Encourages* UNICEF to continue to enhance reporting, taking into account the relevant guidance in General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;
3. *Decides* to transmit the above-mentioned report to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session.

*First regular session
8 February 2013*

2013/2**Oral report on UNICEF follow-up to recommendations and decisions of the UNAIDS Programme Coordinating Board meetings***The Executive Board*

1. *Takes note* of the oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings (E/ICEF/2013/CRP.3);
2. *Requests* UNICEF to ensure consistency between the expected HIV/AIDS results in its medium-term strategic plan, 2014-2017, and the responsibilities of UNICEF within the 2012-2015 UNAIDS Unified Budget, Results and Accountability Framework;
3. *Requests* UNICEF, in coordination with UNAIDS, to implement, as appropriate, the relevant recommendations of the Mid-Term Review of the UNAIDS Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV, in accordance with the mandate of UNICEF;
4. *Requests* UNICEF to ensure that HIV/AIDS-related outcomes and outputs of its medium-term strategic plan, 2014-2017, are appropriately gender-sensitive in addressing the specific needs of children and adolescents, especially girls, and address the relevant gender equality-specific recommendations of the Mid-Term Review and the

UNICEF-specific elements of the UNAIDS Agenda for Accelerated Country Action for Women, Girls, Gender Equality and HIV.

*First regular session
8 February 2013*

2013/3

Country programme document for Eritrea

The Executive Board,

1. *Recalls* its decision 2012/17 to consider for approval, on an exceptional basis, the draft country programme document for Eritrea at the first regular session of 2013 of the Executive Board;
2. *Also recalls* that an informal consultation on the draft country programme document for Eritrea (E/ICEF/2013/P/L.1) was held on 17 December 2012;
3. *Approves* the revised country programme document for Eritrea, with the aggregate indicative budget of \$7,852,000 from regular resources, subject to the availability of funds, and \$44,869,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2013-2016.

*First regular session
8 February 2013*

2013/4

Country programme document for Egypt

The Executive Board

1. *Recalls* its decisions 2002/4, 2006/19 and 2008/17 on the country programme approval process;
2. *Notes* the request by Egypt to present the draft country programme document E/ICEF/2013/P/L.4 to the Executive Board at its annual session of 2013;
3. *Decides* to review and approve, on an exceptional basis, the draft country programme document for Egypt at the annual session of 2013 of the Executive Board.

*First regular session
8 February 2013*

2013/5

Road map towards an integrated budget, beginning 2014, and update on cost recovery

The Executive Board

1. *Recalls* its decision 2012/20 and United Nations Development Programme (UNDP)/United Nations Population Fund (UNFPA) decision 2012/27, which requested further development of the harmonized conceptual framework and calculation methodology for cost-recovery rates, and also recalls the need to implement General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, in particular chapter II, section D, on ensuring full cost recovery, proportionally from core and non-core funding sources, and providing incentives to increase core funding;

2. *Recognizes* that full cost recovery, proportionally from core and non-core resources, will lead to fewer resources being drawn from core resources to finance the management costs of non-core contributions, and a larger share of core resources being allocated to programme activities, thereby providing incentives for core contributions;

3. *Approves* the harmonized methodology for calculating cost-recovery rates presented in document DP-FPA/2012/1-E/ICEF/2012/AB/L.6, which is further developed in document DP-FPA/2013/1-E/ICEF/2013/8, and welcomes the increased transparency and proportionality in the new harmonized framework;

4. *Endorses* a general, harmonized cost-recovery rate of 8 per cent for non-core contributions that will be reviewed in 2016, with the possibility of increasing the rate if it is not consistent with the principle of full cost recovery, proportionally from core and non-core funding sources, as mandated by the quadrennial comprehensive policy review of operational activities for development of the United Nations system; and decides that the review of the cost-recovery rate will take place after the analysis and independent assessment of the reports mentioned in paragraphs 15 and 17, below;

5. *Underscores* that the principle of harmonized rates will also apply to differentiated cost-recovery rates, with the aim of promoting collaboration among United Nations organizations and avoiding competition in resource mobilization, and further endorses the following differentiated cost-recovery rate structure:

(a) A harmonized 1 per cent reduction for the thematic contributions at the global, regional and country level in UNDP, UNFPA and UNICEF (8 per cent – 1 per cent = 7 per cent), with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) maintaining the 8 per cent as a temporary arrangement;

(b) Maintaining the existing preferential rates for government cost-sharing, South-South contributions and private-sector contributions;

6. *Decides* that existing agreements will be honoured using the previous cost-recovery rates and that new or renewed agreements will comply with the present decision;

7. *Decides* that, on an exceptional basis and when the urgency of the circumstances requires, the Executive Director of UNICEF may consider granting a waiver of the cost-recovery rates on a case-by-case basis, taking into account specific priorities, modalities that incur lower management costs, and harmonization goals, and that the Executive Board will be informed of these waivers in the annual financial reports;

8. *Decides* that the new cost-recovery methodology and related rates will be applied as of 1 January 2014;

9. *Notes* the guiding principles of the integrated budget contained in (a) the joint note of UNDP, UNFPA and UNICEF on steps taken towards the integrated budget and the mock-up of the integrated budget, submitted at the second regular session 2012, and (b) the mock-up of the integrated resource plan, with a harmonized presentation of the cost-recovery amount, contained in table 6 document DP-FPA/2013/1-E/ICEF/2013/8;

10. *Reiterates* the need for regular consultations with the Executive Board on the UNICEF integrated budget, 2014-2017, and requests UNICEF to present for review the informal draft integrated budget, including core and non-core resources, as a part of the discussion of its draft strategic plan, 2014-2017, at the annual session 2013;

11. *Requests* UNICEF to provide fully transparent and consistent costing proposals that will enable contributors to understand those costs that are directly charged to programmes and projects, as well as the cost-recovery rate that is applied;

12. *Stresses* the need for increasingly efficient and transparent use of the cost-recovery resources, and requests that UNICEF provide, in the annual reporting of the Executive Director to the Executive Board, the amounts received from cost recovery and the use thereof;

13. *Requests* UNICEF to further pursue efficiency and cost effectiveness with a view to reducing management costs, in the effort to minimize the necessary cost-recovery rate, as mandated by the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and to include information and analysis in this regard in the midterm review of its integrated budget;

14. *Requests* UNICEF to prepare an integrated budget proposal, based on the above approved cost-recovery rates and the conceptual framework of the integrated budget;

15. *Requests* UNICEF, in collaboration with UNDP, UNFPA and UN-Women, to include in the midterm review of its integrated budget, information on the implementation of the approved cost-recovery rates, including the approved underlying calculation methodology and the inclusion of each cost category, the actual cost-recovery rates for the

two previous financial years, and an analysis of compliance with the principle of full cost recovery, funded proportionally from core and non-core resources, as mandated in General Assembly resolution 67/226;

16. *Further requests* UNICEF, in the context of the midterm review of its integrated budget, in collaboration with UNDP, UNFPA and UN-Women, to recommend adjustments to the approved cost-recovery rates, as required, to be presented at the annual session 2016 of the Executive Board;

17. *Requests* that an independent and external assessment be performed in 2016 on the consistency and alignment of the new cost-recovery methodology with General Assembly resolution 67/226.

*First regular session
8 February 2013*

2013/6

Private fundraising: 2013 workplan and proposed budget

A. Private Fundraising and Partnerships budgeted expenditures for 2013 fiscal year

The Executive Board

1. *Approves* for the fiscal year 2013 (1 January to 31 December) budgeted expenditures of \$132.4 million, as summarized in the table below and detailed in column I of table 3 to document E/ICEF/2013/AB/L.1.

(Millions of United States dollars)

Cost of goods and inventory overhead	13.0
Investment funds	37.4
Direct expenses (excluding cost of goods)	22.1
Indirect expenses	59.9
Total expenditures, consolidated	132.4

2. *Authorizes* UNICEF

(a) To incur expenditures, as summarized in column I of table 3 to document E/ICEF/2013/AB/L.1, and to increase expenditures, up to the levels indicated in columns II and III of the same table, should the apparent proceeds from fundraising or cards and products sales increase to the levels indicated in columns II and III;

(b) To redeploy resources between the various 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 2013 approved workplan.

B. Budgeted income for the 2013 season

The Executive Board

Notes that, for the period 1 January to 31 December 2013, Private Fundraising and Partnerships net proceeds are budgeted at \$1,055 million, as shown in column I of table 3 to document E/ICEF/2013/AB/L.1.

C. Policy issues

The Executive Board

1. *Renews* investment funds, with \$37.4 million established for 2013;
2. *Authorizes* UNICEF to incur expenditures in the 2013 fiscal period related to the cost of goods and inventory overhead (purchase of cards and other products) for the 2014 fiscal year, up to \$13 million, as indicated in the Private Fundraising and Partnerships 2013-2015 financial projections (table 5 to document E/ICEF/2013/AB/L.1);
3. *Approves* an interim one-month allocation for January 2014 of \$13.24 million, to be absorbed in the annual Private Fundraising and Partnerships budget for 2014.

*First regular session
8 February 2013*

Annual session

2013/7

Annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan

The Executive Board

1. *Takes note* of the annual report of the Executive Director of UNICEF: progress and achievements against the medium-term strategic plan (E/ICEF/2013/11);
2. *Requests* UNICEF to continue to improve its results reporting, including in the last annual report of the current medium-term strategic plan, as requested in decision 2012/7;
3. *Welcomes* the ongoing efforts to enhance results-based management, and in this regard, underscores the importance of developing a robust and harmonized results

framework for the next strategic plan, 2014-2017, that is clear, simple, and demonstrates a complete result chain with expected results at each level;

4. *Acknowledges* the importance of reporting on gender equality results in all focus areas, and reiterates its request to comprehensively integrate these results into the annual report of the Executive Director.

*Annual session
21 June 2013*

2013/8

UNICEF strategic plan, 2014-2017

Advancing the rights of every child, especially the most disadvantaged

The Executive Board

1. *Welcomes* the consultative and participatory process conducted by UNICEF in developing the draft strategic plan, 2014-2017;

2. *Takes note with appreciation* of the efforts by UNICEF to include the mandates of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) in the next UNICEF strategic plan, 2014-2017, and requests UNICEF to fully align the next strategic plan, 2014-2017, with these mandates, and further requests UNICEF to continue contributing to discussions with other funds and programmes towards developing a common approach to tracking implementation of the quadrennial comprehensive policy review;

3. *Welcomes* the proposed structure and framework of the draft strategic plan, 2014-2017, including its proposed set of outcome areas and implementation strategies, as well as the plan's attention to humanitarian action and gender equality, with the expectation that humanitarian action and gender equality will be fully integrated in the strategic plan, recognizing that the exact formulation of the outcomes and implementation strategies is still evolving, and requests UNICEF to prepare a final version of the draft based, inter alia, on the comments and inputs received from Member States during the annual session 2013 of the Executive Board and during the ongoing process which will require further consultations, clarification and amendments, for finalization and approval at its second regular session 2013;

4. *Requests* UNICEF to provide more information, in time for the second regular session 2013, on how results will be achieved, inter alia, by clearly demonstrating how outputs are directly attributable to UNICEF, how outputs and outcomes are linked, and how risks are assessed and will be managed, as a means to achieve the results;

5. *Welcomes* the structure and approach of the integrated results and resources framework of the draft strategic plan, 2014-2017, while recognizing that the exact formulation of indicators, risks and assumptions in the annex to the draft strategic plan, 2014-2017, is still evolving, and requests UNICEF to prepare a final version of the draft and the annex in consultation with Member States for finalization and approval at the second regular session 2013 of the Executive Board;

6. *Notes* that the exact formulation of the results framework's baselines, milestones and targets in the annex is still evolving, and requests UNICEF to further develop them in consultation with Member States, with a view to their finalization by the annual session 2014 of the Executive Board;

7. *Requests* UNICEF to provide further information in time for the second regular session 2013, on the way in which the organization will work together and divide labour within the United Nations system, including with other funds, programmes and specialized agencies of the United Nations development system, taking into account their respective mandates, in order to enhance coherence and avoid overlap and duplication, with the aim of improving results on the ground and delivery for programme countries;

8. *Also requests* UNICEF to fully take into account the views of the Member States in finalizing the strategic plan, 2014-2017, and the annex as well as the integrated budget, 2014-2017, for adoption at the second regular session 2013.

*Annual session
21 June 2013*

2013/9

Report on the progress of gender equality work in UNICEF

The Executive Board

1. *Welcomes* the report on progress of gender equality work in UNICEF (E/ICEF/2013/12), in line with the end-of-cycle review of the Strategic Priority Action Plan for Gender Equality (SPAP) 2010-2013, including the presentation of progress, challenges and the way forward;

2. *Takes note* of the significant progress on leadership commitment, inter-agency partnerships, improved planning and reporting processes, and greater ownership at regional and country levels, and further notes with concern the shortcomings in the achievement and monitoring of gender-sensitive results, the lack of human and financial resources and the lack of gender expertise;

3. *Requests* UNICEF to develop a new Gender Equality Action Plan for 2014-2017, aligned with the UNICEF strategic plan, 2014-2017, taking into account the findings, recommendations and lessons learned identified in the end-of-cycle review and the report itself;

4. *Also requests* UNICEF to develop strategies, as part of the new Gender Equality Action Plan, to address each of the challenges identified in the report (E/ICEF/2013/12), such as technical capacity, expertise and resource allocation for gender equality and empowerment of women at the corporate level, and at the country level based on the United Nations Development Assistance Framework;

5. *Further requests* UNICEF to develop a performance management plan that includes a results framework, and a plan for monitoring, evaluation and reporting, as a part of the new Gender Equality Action Plan for 2014-2017, expanding on and in line with the gender-sensitive results and sex-disaggregated indicators that will be included in the UNICEF strategic plan, 2014-2017;

6. *Requests* UNICEF to cost and allocate adequate funds for the new Gender Equality Action Plan for 2014-2017 and to have this clearly described in the integrated budget;

7. *Also requests* UNICEF to report annually on progress on gender equality and empowerment of women and on the implementation of the new Gender Equality Action Plan for 2014-2017, with the first report to be presented at the annual session of the Executive Board in 2014.

*Annual session
21 June 2013*

2013/10

Draft country programme document for Egypt

The Executive Board

1. *Recalls* its decision 2013/4 to review and approve, on an exceptional basis, the draft country programme document for Egypt at its annual session of 2013;

2. *Approves* the draft country programme document for Egypt (E/ICEF/2013/P/L.3), with the aggregate indicative budget of \$12,879,000 from regular resources, subject to the availability of funds, and \$32,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period July 2013 through December 2017.

*Annual session
21 June 2013*

2013/11

Draft common country programme document for Rwanda

The Executive Board

1. *Recalls* its decision 2012/10 to approve the draft common country programme document for Rwanda at its annual session of 2013;

2. *Approves* the draft common country programme document for Rwanda (DP/FPA/OPS-ICEF-WFP/DCCP/2013/RWA/1 and Add.3), with the aggregate indicative budget of \$41,250,000 from regular resources, subject to the availability of funds, and \$79,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2013-2018.

*Annual session
21 June 2013*

2013/12**Draft country programme and common country programme documents***The Executive Board*

Approves the aggregate indicative budgets for the following country and common country programmes of cooperation:

<i>Region/country</i>	<i>Period</i>	<i>Regular resources</i>	<i>Other resources</i>	<i>Document E/ICEF/2013/</i>
The Americas and the Caribbean				
Cuba	2014-2018	3 750 000	9 500 000	P/L.2
Eastern and Southern Africa				
Rwanda draft common country programme (<i>See Executive Board decision 2013/11</i>)	2013-2018			DP/FPA/OPS-ICEF-WFP/DCCP/2013/RWA/1/Add.3
Middle East and North Africa				
Egypt (<i>See Executive Board decision 2013/10</i>)	July 2013-Dec. 2017			P/L.3
South Asia				
Bhutan draft common country programme results and resources framework	2014-2018	4 570 000	21 000 000	DP/FPA/OPS-ICEF/DCCP/2013/BTN/1/Add.3
West and Central Africa				
Benin	2014-2018	26 003 000	43 997 000	P/L.4
Congo	2014-2018	6 145 000	45 000 000	P/L.5
Niger	2014-2018	94 078 000	104 827 000	P/L.6
Nigeria	2014-2017	203 948 000	304 000 000	P/L.7
Togo	2014-2018	17 337 000	53 000 000	P/L.8

*Annual session
21 June 2013*

2013/13**Evaluation***The Executive Board*

1. *Takes note* of the annual report on the evaluation function and major evaluations in UNICEF (E/ICEF/2013/13);
2. *Recalls* that the mandate of the evaluation function is to evaluate the relevance, effectiveness, efficiency and impact of UNICEF programmes and interventions as well as the sustainability of results;
3. *Welcomes* the evidence presented in the report of continued strengthening of the evaluation function at the decentralized level, and encourages UNICEF to take

further steps to address shortcomings related to evaluation coverage and to the quality of decentralized evaluations;

4. *Takes note* of the key performance indicators tracking the effectiveness of the evaluation system and the administrative data on human and financial resources;

5. *Notes* the positive work to strengthen the skills, capacities, and systems of national partners and to strengthen South-South learning;

6. *Welcomes* the preparation of the revised Evaluation Policy of UNICEF, consistent with norms and standards developed by the United Nations Evaluation Group as a professional network of units responsible for evaluation in the United Nations system;

7. *Endorses* the revised Evaluation Policy of UNICEF (E/ICEF/2013/14);

8. *Reaffirms* the central role played by the evaluation function in UNICEF;

9. *Emphasizes* that the Evaluation Office will continue to report directly to the Executive Board through its annual report on the evaluation function, and that the Director of the Evaluation Office will continue to report administratively to the Executive Director;

10. *Requests* UNICEF to present a written statement providing the management perspective on issues raised in the annual report on the evaluation function, to be made available well in advance of the relevant session of the Executive Board;

11. *Also requests* UNICEF to allocate sufficient resources to the Evaluation Office to be shown in a separate budget line in the UNICEF integrated budget, 2014-2017, to be presented for adoption at the second regular session 2013;

12. *Further requests* UNICEF, while implementing the evaluation policy, to track expenditure for decentralized evaluations and ensure timeliness of management responses;

13. *Calls upon* UNICEF to continue to conduct evaluations of operations at the country level in close consultation with national Governments and other national partners, as appropriate, and to assist Governments and other partners in the development of national evaluation capacities;

14. *Encourages* UNICEF to use national evaluation systems to the extent possible and to continue to incorporate capacity-building mechanisms into programme design and implementation and to ensure that evaluations are responsive to national demand;

15. *Requests* UNICEF to report on steps taken to ensure relevant evaluation results are systematically considered and used in preparing key policies, strategies and programmes;
16. *Takes note* of the thematic synthesis report on evaluation of humanitarian action (E/ICEF/2013/15);
17. *Appreciates* the presentation and analysis in the report, and looks forward to future thematic synthesis reports, as requested in decision 2012/12;
18. *Requests* UNICEF to present a full management response to the recommendations in the thematic synthesis reports presented to the Executive Board;
19. *Also requests* UNICEF to address key gaps in the evaluation coverage of its humanitarian interventions, while continuing to improve the quality of evaluations in this field.

*Annual session
21 June 2013*

2013/14

Office of Internal Audit and Investigations 2012 annual report to the Executive Board

The Executive Board

1. *Takes note* of the Office of Internal Audit and Investigations 2012 annual report to the Executive Board (E/ICEF/2013/AB/L.2), the UNICEF Audit Advisory Committee 2012 annual report to the Executive Director, and the UNICEF management response to the annual report of the Office of Internal Audit and Investigations for 2012 (E/ICEF/2013/AB/L.3);
2. *Welcomes* the ongoing commitment of UNICEF to greater accountability and transparency and, in this regard, welcomes the implementation of the decision on public disclosure of the internal audit reports;
3. *Expresses* its continuing support for strengthening the internal audit and investigation functions of UNICEF;
4. *Takes note* of the work undertaken by UNICEF to implement outstanding audit recommendations, and encourages UNICEF to implement urgently the outstanding recommendations that remain;
5. *Notes with appreciation* the increased number of joint audits, and encourages UNICEF to work collaboratively with other United Nations development organizations, to find opportunities for further joint approaches, in addition underscores the importance of the review of the harmonized approach to cash transfers (HACT), which

should provide clear guidance for adequate application of this approach jointly developed by the organizations;

6. *Underscores* the importance of the Office of Internal Audit and Investigations for UNICEF and, in this regard, requests UNICEF to assess and ensure that the Office of Internal Audit and Investigations has the level of human and financial resources, based on an assessment of risks facing the organization, to respond adequately to the needs for audit, investigations and advisory services, and requests UNICEF to ensure that sufficient resources are allocated for such purposes when the UNICEF integrated budget, 2014-2017, is presented to the Executive Board, with special emphasis being paid to the investigation function;

7. *Takes note* of the implementation by UNICEF of the International Public Sector Accounting Standards.

*Annual session
21 June 2013*

Second regular session

2013/15

Proposed programme of work for Executive Board sessions in 2014

The Executive Board

Adopts the programme of work for Executive Board sessions in 2014 as a flexible framework subject to revisions as appropriate in the course of the year.

<i>First regular session 4-7 February 2014</i>	<i>Annual session 3-6 June 2014</i>	<i>Second regular session 9-12 September 2014</i>
Organizational and procedural matters	Organizational and procedural matters	Organizational and procedural matters
Election of the President and Vice-Presidents of the Executive Board (A) (8 January 2014) ¹		Proposed programme of work for Executive Board sessions in 2015
Programme and policy matters	Programme and policy matters	Programme and policy matters
Programme cooperation: Adoption of revised country	Annual report of the Executive Director: progress and achievements	Programme cooperation: Adoption of revised country and common country

¹ This date is tentative.

<i>First regular session 4-7 February 2014</i>	<i>Annual session 3-6 June 2014</i>	<i>Second regular session 9-12 September 2014</i>
programme documents (A)	against the UNICEF strategic plan* (A)	programme documents (A)
Draft country programme document for Kenya (A)	<ul style="list-style-type: none"> • UNICEF report on the recommendations of the Joint Inspection Unit (I) 	Draft country and common country programme documents (A)
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)	Final results framework of the UNICEF strategic plan, 2014-2017 (D)	Regional summaries of midterm reviews of country programmes (D)
Costed UNICEF Gender Equality Action Plan, 2014-2017 (D)	Report on progress of work in gender equality and empowerment of women in UNICEF (D)	
Thematic discussion on the work of UNICEF in humanitarian situations (D)	Programme cooperation:	
	Draft country and common country programme documents (A)	
	Extensions of ongoing country programmes (A)	
Evaluation, audit and oversight matters	Evaluation, audit and oversight matters	Evaluation, audit and oversight matters
Global thematic evaluations (D)	Annual report on the evaluation function and major evaluations in UNICEF, and management response (A)	
	Evaluation synthesis report and management response (D)	
	Report of the Ethics Office (I)	
	Office of Internal Audit and Investigations 2013 annual report to the Executive Board, and management response (A)	
Resources, financial and budgetary matters	Resources, financial and budgetary matters	Resources, financial and budgetary matters
UNICEF annual financial report and audited financial statements for the year ended 31 December 2012 and report of the Board of		Private fundraising: financial report for the year ended 31 December 2013 (D)

<i>First regular session</i> 4-7 February 2014	<i>Annual session</i> 3-6 June 2014	<i>Second regular session</i> 9-12 September 2014
---	--	--

Auditors (*I*)

Private fundraising: 2014
workplan and proposed
budget (*A*)

Pledging event

Other matters

Other matters

Other matters

Address by the Chairperson
of the UNICEF Global Staff
Association

Reports of the field visits of
the Executive Board (*I*)

* A separate Data Companion is available under this agenda item.

The Executive Board considers four types of agenda items:

- (i) *For action (A)*: The Executive Board is expected to discuss and adopt a decision under the agenda item. The secretariat prepares official documentation and a draft decision for consideration by the Executive Board;
- (ii) *For discussion (D)*: The Executive Board is expected to discuss the official documentation prepared by the secretariat. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item;
- (iii) *For information (I)*: The secretariat prepares documentation for information at the request of the Executive Board. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item;
- (iv) *Oral reports (O)*: Oral reports are presented at the request of the Executive Board. They are accompanied by short, informal background documents.

Second regular session
6 September 2013

2013/16

UNICEF strategic plan, 2014-2017

Realizing the rights of every child, especially the most disadvantaged

The Executive Board

1. *Approves* the UNICEF strategic plan, 2014-2017, as contained in documents [E/ICEF/2013/21](#) and [E/ICEF/2013/21/Add.1](#);
2. *Welcomes* the progress in linking resources to results;
3. *Notes with appreciation* the consultative process undertaken by UNICEF in developing the strategic plan;

4. *Takes note with appreciation* of the efforts by UNICEF to align its strategic plan, 2014-2017, with the mandates of General Assembly resolution [67/226](#) on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

5. *Requests* UNICEF to implement the strategic plan, taking into account the guidance provided by General Assembly resolution [67/226](#) and to continue to contribute to strengthening the accountability, effectiveness and coherence of the United Nations development system;

6. *Notes with appreciation* the inclusion of specific indicators for monitoring and reporting on the implementation of the quadrennial comprehensive policy review as part of a common approach of the funds and programmes;

7. *Requests* UNICEF to implement the strategic plan while developing and refining complementary, publicly available documentation in consultation with Member States and other stakeholders, including:

(a) Refinement of indicators and development of baselines, milestones and targets as contained in document [E/ICEF/2013/21/Add.1](#), by the annual session of 2014;

(b) Refinement of the Supplementary Programme Note outlining the theory of change, by the annual session of 2014;

8. *Requests* the Executive Director of UNICEF to present a midterm review of the UNICEF strategic plan, 2014-2017, to the Executive Board at its annual session of 2016.

*Second regular session
6 September 2013*

2013/17
UNICEF programme cooperation
Draft country and area programme documents

The Executive Board

Approves the aggregate indicative budgets for the following country and area programmes of cooperation:

<i>Region/country</i>	<i>Period</i>	<i>Regular resources</i>	<i>Other resources</i>	<i>Document E/ICEF/2013/</i>
Americas and the Caribbean				
Mexico	2014-2018	3 770 000	36 000 000	P/L.15
Eastern and Southern Africa				
Namibia	2014-2018	3 770 000	27 000 000	P/L.16

<i>Region/country</i>	<i>Period</i>	<i>Regular resources</i>	<i>Other resources</i>	<i>Document E/ICEF/2013/</i>
Middle East and North Africa				
Gulf Area subregional programme	2014-2017	–	9 000 000	P/L.17

*Second regular session
6 September 2013*

2013/18

Request by Kenya to present the draft country programme document for Kenya to the UNICEF Executive Board at its first regular session of 2014

The Executive Board,

Recalling its decisions [2002/4](#), [2006/19](#) and [2008/17](#) on the country programme approval process,

1. *Notes* the request by Kenya to present, on an exceptional basis, draft country programme documents to the respective Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, of UNICEF and of the World Food Programme at their first regular sessions of 2014;

2. *Decides* to consider, on an exceptional basis, the draft country programme document for Kenya at the first regular session of 2014 of the UNICEF Executive Board;

3. *Also decides* that, in accordance with its decisions [2002/4](#), [2006/19](#), and [2008/17](#), the revised country programme document will be posted on the UNICEF Executive Board website no later than six weeks after the discussion at the Executive Board, and that the country programme document will be approved by the Executive Board, on a no-objection basis without presentation or discussion, at its annual session of 2014, unless at least five members have informed the secretariat, in writing before the session, of their wish to bring the country programme document before the Executive Board.

*Second regular session
6 September 2013*

2013/19

**UNICEF programme cooperation
Extensions of ongoing country programmes**

The Executive Board

Approves the two-year extension for Côte d'Ivoire, the extension of two and a half years for South Sudan, the second one-year extensions for Guinea-Bissau and Mali, the one-year extension following a two-year extension for Paraguay, and the third one-year extensions for Madagascar, the Syrian Arab Republic and Tunisia, as presented in table 1 to document E/ICEF/2013/P/L.18.

*Second regular session
6 September 2013*

2013/20

The UNICEF integrated budget, 2014-2017

The Executive Board

1. *Welcomes* the UNICEF integrated budget, 2014-2017, in response to the request of the Executive Board in its decision 2009/20 to present a single, integrated budget that includes all UNICEF budgetary categories, with an improved results focus and enhanced linkages with the strategic plan results, and harmonized in methodology and presentation, including on cost classification, attribution and recovery, with the integrated budgets of 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);
2. *Approves* the integrated resource plan as the financial framework for the strategic plan, 2014-2017, based on projections of resources available, utilization and working capital required for liquidity;
3. *Also approves* to raise the minimum level of regular resources allocation to single country programmes from \$750,000 to \$850,000, and requests UNICEF to include information on its implementation in the annual reporting to the Executive Board for 2014;
4. *Further approves*, for the global and regional programme, a budget from regular resources of \$180.0 million, subject to the availability of resources, and a ceiling from other resources of \$528.4 million, subject to the receipt of contributions to other resources, for 2014-2017;
5. *Approves* an appropriation for the institutional budget, 2014-2017, of \$1,978.1 million to cover the costs of development effectiveness, United Nations development coordination, management activities and, within special purpose activities, capital investments, and notes that the projected funding for the appropriation is \$1,155.1

million from regular resources and \$823.0 million from cost recovery from other resources;

6. *Notes*, in addition to the appropriation of \$1,978.1 million, the projected funding for the institutional budget of \$116.4 million, from other resources, for development effectiveness and United Nations development coordination, subject to the receipt of contributions to other resources;

7. *Also notes* in this regard the increased allocation to the Evaluation Office, in line with the new evaluation policy approved by the Executive Board in its decision 2013/13;

8. *Further notes* the increased allocation for the investigation function of the Office of Internal Audit and Investigations as requested in decision 2013/14, and reiterates its request to UNICEF to keep the Executive Board informed about the need for human and financial resources to carry out the functions of the Office of Internal Audit and Investigations;

9. *Notes*, within special purpose activities, the projected utilization of resources for:

(a) The amounts required in accordance with the Financial Regulations of UNICEF to defray the costs of UNICEF administration of special accounts on behalf of others, including procurement services and the Office of the Special Representative of the Secretary-General on violence against children;

(b) Private-sector fundraising, for which budgets will be submitted annually for consideration and approval by the Executive Board at its first regular session;

10. *Requests* the Executive Director to:

(a) Provide actual financial information in the format of the integrated resource plan and to assess performance against the integrated budget in his annual report to the Executive Board;

(b) Submit to the Executive Board for approval annually at its second regular session an updated integrated resource plan, following review of the financial projections on which the plan is based;

(c) Submit to the Executive Board, in conjunction with the midterm review of the integrated budget, information on the actual implementation of the revised cost-recovery methodology, together with any related recommendations, at the annual session of 2016, as requested by the Executive Board in its decision 2013/5, and also to include in the midterm review an assessment of ways to enhance results-based budgeting and assessment of the resource allocation system;

(d) Take into account the recommendations provided in the Report of the Advisory Committee on Administrative and Budgetary Questions with regard to the implementation of the integrated budget, 2014-2017, and the preparation of the midterm review;

11. *Reiterates its request* to UNICEF to develop a costed Gender Equality Action Plan, 2014-2017, which would include a comprehensive gender analysis to further strengthen gender mainstreaming in the organization in support of the implementation of the strategic plan.

*Second regular session
6 September 2013*