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United Nations Children's Fund

Executive Board

Compendium of decisions adopted by the Executive Board at its first regular session of 2021

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2021/1

Country programme documents

The Executive Board

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Azerbaijan, China, Côte d'Ivoire, Eswatini, Georgia, North Macedonia, Panama, Somalia, Tunisia, Uruguay and Uzbekistan ([E/ICEF/2021/P/L.1–E/ICEF/2021/P/L.3](#) and [E/ICEF/2021/P/L.5–E/ICEF/2021/P/L.12](#)) were made available to Member States for their comments and input from 17 November to 7 December 2020;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Azerbaijan, China, Côte d'Ivoire, Eswatini, Georgia, North Macedonia, Panama, Somalia, Tunisia, Uruguay and Uzbekistan ([E/ICEF/2021/P/L.1–E/ICEF/2021/P/L.3](#), [E/ICEF/2021/P/L.5–E/ICEF/2021/P/L.12](#) and [E/ICEF/2021/P/L.7/Corr.1](#)).

*First regular session
9 February 2021*

2021/2

Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the four-month extension of the country programmes for Armenia and Malaysia, following a two-month extension; and the first one-year extension of the country programmes for Croatia, the Democratic People's Republic of Korea, the Islamic Republic of Iran, Mongolia and the United Republic of Tanzania, which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2021/P/L.13/Rev.1](#);

2. *Approves* the four-month extension of the country programme for the Syrian Arab Republic, following two consecutive one-year extensions, a nine-month extension, a three-month extension and a two-month extension; and the one-year extension of the country programme for Tajikistan, following a one-year extension; these are presented in table 2 of document [E/ICEF/2021/P/L.13/Rev.1](#).

*First regular session
9 February 2021*

2021/3

Evaluation reports and management responses

The Executive Board

1. *Takes note with appreciation* of the evaluation of UNICEF work for children in urban settings, its summary ([E/ICEF/2021/3](#)) and its management response ([E/ICEF/2021/4](#));

2. *Requests* UNICEF to place a particular focus on children and adolescents in vulnerable situations and those experiencing marginalization in the assessments of needs and in the provision of quality education and health; healthy diets and improved nutrition; and water, sanitation and hygiene and social protection services, to ensure that no child is left behind;

3. *Also requests* UNICEF to continue to promote gender equality and the empowerment of women and girls, including those in urban settings, by enhancing

and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women and the UNICEF Gender Action Plan, 2018–2021 to ensure the implementation of the 2030 Agenda for Sustainable Development;

4. *Further requests* UNICEF to adequately reflect its work for children in urban settings in the results areas, targets and indicators of the Strategic Plan, 2022–2025, to strengthen sector-specific approaches in urban contexts, based on full respect for and fulfilment of human rights, and to promote the coordination, collaboration, coherence and complementarity of respective humanitarian and development programming, while working together, as appropriate, with relevant United Nations agencies;

5. *Requests* UNICEF to coordinate its urban-related work with UN-Habitat in order to avoid duplication and leverage each organization's value added;

6. *Takes note with appreciation* of the evaluation of the UNICEF Strategic Plan, 2018–2021, its summary ([E/ICEF/2021/5](#)) and its management response ([E/ICEF/2021/6](#));

7. *Welcomes* the envisaged strong focus of the Strategic Plan, 2022–2025 on contributing to the achievement of the Sustainable Development Goals and on outcome-level results, with the development of a longer-term strategy with a horizon of 2030, including a phased implementation plan;

8. *Notes with appreciation* the recommendations of the evaluation of the UNICEF Strategic Plan, 2018–2021 on multisectoral approaches and encourages UNICEF to make full use of the opportunities presented by the United Nations development system reform to foster integrated methods and actions and continue to develop practical programme solutions to contribute to stronger intra- and inter-agency cooperation, coherence, coordination and complementarity in the delivery of United Nations operations at the country level, in line with each entity's respective mandate, and requests UNICEF to address internal siloed, non-coordinated approaches and to strengthen multisectoral and integrated programming approaches in the Strategic Plan, 2022–2025;

9. *Takes note* of the fact that the evaluation did not include thematic funding performance in its analysis and requests UNICEF to take into account the promotion of thematic funding and the aim of improving the quality and predictability of funding when developing the design and structure of the Strategic Plan, 2022–2025;

10. *Welcomes* the UNICEF commitment to put a stronger focus on outcome-level results, while underlining the importance of also monitoring the unique contribution of UNICEF to country-level outcomes, emphasizing that establishing the link between UNICEF country outputs and global performance is essential to ensure accountability;

11. *Encourages* UNICEF to further improve collaboration, coordination, coherence and complementarity between internal humanitarian and development processes, while continuing to strengthen its systems and capacity to deliver principled humanitarian assistance, and to support countries to develop or strengthen policies and programmes related to peacebuilding in conflict-affected countries.

*First regular session
12 February 2021*

2021/4

UNICEF financial report and audited financial statements for the year ended 31 December 2019 and report of the Board of Auditors, and management response

The Executive Board

1. *Takes note* of the unqualified audit opinion for 2019 issued by the Board of Auditors, the report of the Board of Auditors for the financial period that ended on 31 December 2019 ([A/75/5/Add.3](#)) as well as the management response ([E/ICEF/2021/AB/L.2](#));

2. *Acknowledges* the progress achieved by UNICEF in the implementation of the recommendations of the Board of Auditors for the financial period ended 31 December 2019, welcomes the further measures planned by the organization and requests UNICEF to continue implementing the recommendations of the Board of Auditors from prior years for closure;

3. *Recalls* its decision 2020/6 and takes note of the shortfalls in the harmonized approach to cash transfers (HACT) assurance activities and therefore requests UNICEF to ensure the achievement of the minimum level of HACT assurance activities and of the monitoring of cash assistance implementing partners;

4. *Also recalls* its decision 2018/3 and requests UNICEF to continue its efforts to prevent and detect instances of fraud, to thoroughly review the underlying circumstances that led to the cases of fraud in order to minimize future risks and to take steps to improve actions for the recovery of funds.

*First regular session
10 February 2021*

2021/5

Private Fundraising and Partnerships: 2021 workplan and proposed budget

The Executive Board

1. *Takes note* of the Private Fundraising and Partnerships: 2021 workplan and proposed budget ([E/ICEF/2021/AB/L.1](#)) and the World Bank instrument to facilitate sustained investment in private sector fundraising ([E/ICEF/2021/AB/L.1/Add.2](#));

2. *Notes* the high, medium and low revenue scenarios for 2021, as shown in table 3 of document [E/ICEF/2021/AB/L.1](#);

3. *Approves* a budget for special purpose activities of \$153 million from regular resources, comprising \$85 million for investment funds and \$68 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$58.4 million based on the medium scenario in table 3 of document [E/ICEF/2021/AB/L.1](#);

4. *Authorizes* UNICEF

(a) To redeploy resources between the various regular resources budget lines (as detailed in paragraph 3, 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/2021/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 2021 approved workplan;

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

6. *Approves* an interim one-month allocation for January 2022 of \$15.3 million (or 10 per cent of the special purpose regular resources allocation of \$153 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2022;

7. *Authorizes* the Executive Director, with the advice of the Comptroller, to execute the financial instrument in partnership with the World Bank to raise additional financing for investment in private sector fundraising, as a pilot project limited to an amount of \$50 million, leveraging the World Bank's expertise in financial markets, provided that no regular resources will be used towards the repayment of the principal amount or interest owed to the World Bank, as per the payment conditions, and requests UNICEF to report to the Executive Board on the financial performance and the attainment of goals and corresponding costs and capacities annually at the first regular session;

8. *Requests* UNICEF to present to the Executive Board at the 2021 annual session the results of its consultations with the 18 emerging market countries as well as other relevant actors of the United Nations system, along with an updated, comprehensive risk management matrix, information on the opinion of the Office of Legal Affairs on the agreement with the World Bank instrument, principal amount, interest costs and other associated fees and a written assessment of the need to update the UNICEF Financial Regulations and Rules;

9. *Emphasizes* that this World Bank instrument is considered a pilot project and limited operation, which shall be evaluated before a repeat engagement may be considered;

10. *Requests* UNICEF to ensure that the conditions of this instrument are made fully transparent to potential investors and that any public promotion of corresponding investments by investors shall similarly transparently reflect the instrument's conditions;

11. *Endorses* the establishment of a revolving fund (the Dynamo Revolving Fund) that will provide sustainable financial capacity for investment in private sector fundraising for UNICEF country and regional offices and requests UNICEF to report annually to the Executive Board on the status of the revolving fund (the Dynamo Revolving Fund) in the document entitled "Private Fundraising and Partnerships: financial report", which is presented to the Executive Board at its second regular session.

*First regular session
11 February 2021*