





## EXECUTIVE BOARD DECISION TRACKING TABLE: FIRST REGULAR SESSION 2021

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">Reports of UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2019</a>	AUDIT	N/A	<i>Para. 1</i> : Welcomes the unqualified audit opinions on UNDP, UNCDF, UNFPA and UNOPS issued by the United Nations Board of Auditors for 2019			N/A
	AUDIT	BMS, UNCDF	<i>Para. 2</i> : Calls upon UNDP, UNCDF, UNFPA and UNOPS to harmonize further their reporting formats on the implementation of the Board of Auditors recommendations, including, where possible, the timeframes for their detailed reporting and the categorization of recommendations into those that are priority, and any other priorities	First Regular Session 2022	In response to the Board decision 2022/1, paragraph 2, the current UNDP report has been re-formatted and renamed as agreed with UNCDF, UNFPA, UNOPS, and UNICEF to provide the Executive Board with comparable reporting on key findings and recommendations of the report of the Board of Auditors for the year ended December 31, 2021.	Completed 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	N/A	<i>Para. 3</i> : Notes the progress made by UNDP in addressing the top seven audit-related priorities in 2018-2019			
	AUDIT	N/A	<i>Para. 4</i> : Endorses the suggested top seven audit-related management priorities for the biennium 2020-2021			N/A

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	AUDIT	BMS	<p><i>Para. 5</i> : Acknowledges the progress achieved by UNDP in the implementation of the recommendations of the Board of Auditors for the year ended 31 December 2019, strongly encourages UNDP to continue implementing the recommendations, as well as the remaining recommendations from prior years, for closure, and requests UNDP to include the impacts of implemented recommendations, including on organizational culture, in its reporting on audit recommendations</p>	First Regular Session 2022	<p>The remaining 5 recommendations from the 2019 financial audit have been assessed as Implemented by UNBOA during the interim assessment held in December 2022.</p> <p>The Auditor Coordinator regularly tracks and follows up with the concerned Business Units on outstanding recommendations. Further, senior management through the OPG is monitoring the timely implementation of recommendations. Status is 'Completed and on-going' as UNDP continues to implement other non-2019 recommendations.</p>	<p>Completed and ongoing</p> 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	BMS	<p><i>Para. 6</i> : Takes note of the observations by the Boards of Auditors relating to fraud risk management, and encourages UNDP to continue with its organization-specific anti-fraud strategy and advance the implementation of the fraud risk management action plan</p>	Ongoing	<p>UNDP continues to provide regular updates to the Risk Committee on the status of the Fraud Risk Management Action plan.</p> <p>The following has been done:</p> <p>The Anti-Fraud Strategy and its associated Anti-Fraud Risk action plan were approved by the OPG in January 2021.</p> <p>Implementation of the action plan has been underway with regular updates on status being sent out to Regional Bureaus and to the OPG.</p> <p>The Risk Committee has been regularly updated on the Anti-Fraud Risk Action plan (July 2020, December 2020, September 2021). The following guidance documents have been issued:</p> <p>2021 IWP Risk Register guidance</p>	<p>Completed and ongoing</p> 


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	AUDIT	BPPS	<i>Para. 7 :</i> Encourages UNDP to coordinate its actions in response to the Board of Auditors recommendations with its actions to address the Office of Audit and Investigations audit entitled “Performance Audit of UNDP Global Environmental Facility (GEF) Management;”	Update at next informal	At the time of writing 87% of the Audit recommendations have been addressed, in coordination with all Bureaus. Work is underway to address the remaining ones.	Completed and ongoing 
	AUDIT	N/A	<i>Para. 8 :</i> Supports the ongoing efforts of UNCDF in implementing the recommendations of the United Nations Board of Auditors for the year ended 31 December 2019			N/A


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	AUDIT	N/A	<i>Para. 9</i> : Acknowledges the progress achieved by UNFPA in the implementation of the recommendations of the Board of Auditors for the financial period ended on 31 December 2019, welcomes the further measures planned by the organization, and strongly encourages UNFPA to continue implementing the recommendations of the Board of Auditors from prior years for closure			N/A
	AUDIT	N/A	<i>Para. 10</i> : Looks forward to the UNFPA enterprise risk management policy in 2021 and to the enterprise resource planning system in 2022 to support the implementation and closing of outstanding recommendations			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	N/A	<p><i>Para. 11</i> : Acknowledges the progress UNOPS has achieved in the implementation of recommendations of the Board of Auditors made for the year ended 31 December 2019, encourages UNOPS to continue their efforts in implementing the recommendations, and looks forward to the next report on implementationFPA enterprise risk management policy in 2020 and the enterprise resource planning system in 2021 to support the implementation and closing of outstanding recommendations</p>			N/A
<a href="#">2021/2: UNDP Evaluation</a>						


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<i>With regard to the evaluation of UNDP support to climate change adaptation (DP/2021/6), and management response thereto (DP/2021/7)</i>	EVALUATION	N/A	<i>Para. 1: Takes note of the evaluation of UNDP support to climate change adaptation and the management response thereto</i>			N/A
	EVALUATION	N/A	<i>Para. 2: Takes note with appreciation of the evaluation's findings and conclusions acknowledging the significant role and contribution of UNDP in supporting countries in their climate change adaptation efforts, while noting areas for further strengthening and acceleration:</i>			N/A





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	EVALUATION	BPPS, CB	Para. 3: Requests UNDP to accelerate its attention to climate risks across its development portfolio, reduce fragmentation across its climate change adaptation programming through continued investments in integrated and programmatic approaches, and expand its adaptation support in small island developing States;	Ongoing	<p>(i) On accelerating attention to climate risks across the portfolio: Two joint normative guidance documents have been developed - one which is referred to as the DRR/CCA Mainstreaming Tool and the other is the Risk Informed Development Approach. The former was completed in 2021 and the Risk Informed Development Approach was completed in the 2022.</p> <p>(ii) On reducing fragmentation: Integrated programming and project design is underway in many regions and thematic areas including a regional/multi-stakeholder program for climate information and early warning systems in Southern Africa, an integrated adaptation program for climate resilient water resources, agricultural and food systems across Southern Africa , a regional climate change and health project in Europe and Central Asia, and cross-cutting adaptation and energy advisory support and programming in areas such as productive use of energy and resilience building through energy access.</p> <p>(iii) On expanding adaptation support in SIDS: As of January 2023, UNDP's adaptation support to SIDS amounts to USD \$253 million</p>	<p>Completed and ongoing</p> 

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	EVALUATION	BPPS, CB	Para. 4: Further requests UNDP to consider the evaluation recommendations relating to the need to strengthen capacities in disaster risk reduction (DRR) for adaptation, including through its forthcoming resilient recovery offer under DRR, which will integrate sustainable adaptive considerations, linked to the UNDP climate change adaptation offer, scale up innovative approaches for private sector engagement and strengthening gender equality in its policy and capacity-related support in adaptation-related programming.	Ongoing	The Resilient Recovery Offer jointly prepared by the CCA and DRR teams was completed in December 2021. The final draft of the UNDP Resilient Recovery Policy, which integrates green and adaptive considerations linked to the UNDP CCA Offer, has been completed and is undergoing UNDP internal approval processes for publications. Multi country programming on strengthening early action and early warning systems has been initiated. The CCA Private Sector Strategy which includes innovative approaches to engaging the private sector, has been finalized and published on the following site: <a href="https://www.adaptation-undp.org/resources/strategy-note-engaging-private-sector-context-climate-change-adaptation">https://www.adaptation-undp.org/resources/strategy-note-engaging-private-sector-context-climate-change-adaptation</a> . Gender responsive adaptation experience has been included in the consultations to develop the next Gender Equality Strategy, including consultations with UNDP experts in climate change adaptation. UNDP's Gender Equality Strategy 2022-2025 states that UNDP supports countries and communities in building resilience to a wide range of shocks and	Completed and ongoing 


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<i>With regard to the evaluation of UNDP support to conflict-affected countries (DP/2021/8) and the management response thereto (DP/2021/9)</i>	EVALUATION	N/A	<i>Para. 5: Takes note of the evaluation of UNDP support to conflict-affected countries and the management response thereto</i>			N/A
	EVALUATION	N/A	<i>Para. 6: Takes note of the evaluation's findings and conclusions acknowledging, among others, the contribution of UNDP to sustainable development, governance and peacebuilding in conflict-affected countries, while noting areas for further strengthening;</i>			N/A
	EVALUATION	N/A	<i>Para. 7: Welcomes the commitment of UNDP to strengthen partnerships within and outside of the United Nations system, as well as monitoring, evaluation and learning of programmes;</i>			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	EVALUATION	CB	<i>Para. 8: Recognizes</i> the UNDP contribution to conflict prevention, encourages UNDP to enhance its support to conflict prevention through its development work, and in this regard recalls decision 2017/30;	Ongoing	The Prevention Offer document is complete, ready to be shared as part of CB 2.0 vision, and alongside other offers and frameworks. Some components are already under implementation.	Completed and ongoing 
	EVALUATION	N/A	<i>Para. 9: Encourages</i> UNDP to continue to ensure that its programming efforts are risk-informed and anchored locally, in particular in conflict-affected countries;			



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	EVALUATION	CB	<p><i>Para. 10: Takes note of the forthcoming development by UNDP of a ‘framework for crisis and fragility,’ taking into account the evaluation findings and management response, and requests UNDP to provide the Executive Board with an oral update on the implementation of the evaluation’s recommendations and management response</i></p>	Tbc	<p>UNDP evolved the framework for crisis and fragility into its new Crisis Offer, which is being finalized in Q3. It will be accompanied by complementary new offers on prevention, risk-informed development and integrated governance, launching soon.</p>	<p>Completed and ongoing</p> 

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	EVALUATION	BPPS, CB	<i>Para. 11: Requests</i> that UNDP further clarify and communicate responsibilities between the Bureau for Policy and Programme Support and the Crisis Bureau and regional bureaux to prevent overlap and ensure clarity, consistency and complementarity at global, regional and country levels.	Tbc	The Crisis Offer was launched, which was developed in close consultations with BPPS and Regional Bureaus to set the corporate priorities and focus. Following the launch of the Crisis Offer a prioritization exercise has been undertaken with the each of the regional bureaux to identify priority countries and prevent overlap and ensure consistency of engagement. Integrated country support teams have been established to provide coordinated support to these countries. In addition, 4 integrated task teams were created to work jointly on priority substantive areas cutting across CB and BPPS. The integrated governance offer, which also clarifies the responsibilities between CB and BPPS is in the final stage of approval.	Completed and ongoing 
<i>With regard to the evaluation of UNDP support to the Syrian refugee crisis response and promoting an integrated resilience approach (DP/2021/10) and the management response thereto (DP/2021/11)</i>	EVALUATION	N/A	<i>Para. 12: Takes note</i> of the evaluation of UNDP support to the Syrian refugee crisis response and promoting an integrated resilience approach, and the management response thereto			N/A

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	EVALUATION	N/A	<p><i>Para. 13: Takes note with appreciation of the evaluation's findings and conclusions regarding UNDP efforts to bring a resilience approach to the Syrian refugee crisis response, as well as the reinforced partnership between UNDP and the Office of the United Nations High Commissioner for Refugees (UNHCR) in support to refugees and host communities</i></p>			N/A


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	EVALUATION	RBAS, CB	<p><i>Para. 14: Takes note that UNDP will, in consultation with UNHCR and other relevant partners, review and identify strategic directions to improve and update the 3RP response and coordination mechanisms in full respect of the obligation to ensure a safe, voluntary and dignified return of refugees</i></p>	Ongoing	<p>AS part of the effort to review and update the 3RP response, UNDP (in coordination with UNHCR and other strategic partners), undertook an evaluation of the entire 3RP response, across 3RP countries and across all 3RP partners (<a href="https://www.3rpsyriacrisis.org/wp-content/uploads/2022/06/3RP_evaluation_June2022.pdf">https://www.3rpsyriacrisis.org/wp-content/uploads/2022/06/3RP_evaluation_June2022.pdf</a>). The evaluation was released in mid-2022 and UNDP, in collaboration with UNHCR, is currently engaged in strategic discussions to take its key recommendations forward and revamp the 3RP response.</p> <p>The revision of the 3RP Strategic Directions is a continuous process and is re-visited at each 3RP planning cycle. One of the 3RP Strategic Directions is devoted to “Supporting Durable Solutions”, whether they involve resettlement, local integration, or safe, voluntary and dignified returns, and UNDP has played an integral role in realizing this objective. UNDP is also in the process of finalizing a position paper on Adaptive/Durable solutions, which explores the various transitions needed to support refugees; be it in the host countries or in ensuring their safe, voluntary and dignified</p>	<p>Completed and ongoing</p> 





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	EVALUATION	RBAS, CB	<i>Para. 15: Encourages</i> UNDP, in line with the evaluation's findings, to provide thought leadership as well as practical programme solutions to contribute to stronger intra- and inter-agency cooperation, coherence, coordination and complementarity in the delivery of United Nations operations at country level	Ongoing	UNDP embarked on the development and preparation of various knowledge documents around private sector engagement, durable solutions, environment and energy, risk-informed development, and social cohesion that will better position UNDP as a thought leader in providing guidance and leadership to complex and multi-layered crises. UNDP will continue to make progress in this area.	Completed and ongoing 
	EVALUATION	RBAS, BPPS	<i>Para. 16: Requests</i> UNDP to take measures to address challenges noted in the evaluation with regard to gender equality and empowerment of women and girls	Ongoing	In 2021, UNDP created a gender and crisis engagement facility which acts as a one-stop-shop to consolidate, coordinate, communicate and bring coherence to UNDP support for gender equality in fragile and crisis countries. UNDP is also developing practical guidance on gender mainstreaming and programming in refugee-response situations, in consultation with UNHCR and other partners. This builds on the UNDP "Gender and Recovery" toolkit and its practical application in forced displacement situations.	Completed and ongoing 


## EXECUTIVE BOARD DECISION TRACKING TABLE: ANNUAL SESSION 2021


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2021/4: Cumulative review of the UNDP Strategic Plan, 2018-2021, and annual report of the Administrator for 2020</a>	ANNUAL REPORT & STRATEGIC PLAN	N/A	Para. 1: Takes note of the cumulative review of the Strategic Plan, 2018-2021 and annual report of the Administrator for 2020 (DP/2021/16) and its annexes, the report of UNDP on the recommendations of the Joint Inspection Unit in 2020 (DP/2021/16/Add.1) and its annexes, and the statistical annex (DP/2021/16/Add.2)			N/A
	ANNUAL REPORT & STRATEGIC PLAN	N/A	Para. 2: Commends the rapid local and global support of UNDP to programme countries in response to the coronavirus disease (COVID-19) pandemic, including as the technical lead for the implementation of the United Nations framework for the immediate socioeconomic response to COVID-19, and welcomes the inclusion of new reporting measures, harmonized with the United Nations development system, to capture results related to the response to the pandemic			N/A
	ANNUAL REPORT & STRATEGIC PLAN	N/A	Para. 3: Takes note of the continued progress made by UNDP against its Strategic Plan, 2018-2021, building on learning from the midterm review and recognizing that UNDP achieved its second-highest programme delivery rate in six years in 2020;			N/A


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	ANNUAL REPORT & STRATEGIC PLAN	ExO	Para. 4: Encourages UNDP to continue to accelerate progress in the remaining period of the Strategic Plan, drawing on the agile measures put in place in response to the pandemic, and to draw upon the lessons from this experience in designing the strategic plan for the period 2022-2025;	Dec. 2021		
	ANNUAL REPORT & STRATEGIC PLAN	BPPS	Para. 5: Welcomes the strong commitment of UNDP to delivering integrated, systemic support to countries to accelerate progress towards the Sustainable Development Goals as part of a reformed United Nations development system, and encourages UNDP to continue to work closely with United Nations agencies to support countries' efforts through the common objectives of the United Nations Sustainable Development Cooperation Frameworks;	Ongoing	The work is ongoing. BPPS continuously provides guidance to RBx and COs to develop quality CPDs aligned with the UNSDCFs.	Completed and ongoing 

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	<b>ANNUAL REPORT &amp; STRATEGIC PLAN</b>	BPPS, HDRO	Para. 6: Recognizes the thirtieth anniversary of the Human Development Report and Human Development Index and encourages UNDP to continue its efforts to pioneer data-driven, inclusive and sustainable ways of measuring human development progress;	Ongoing	The Human Development Report 2020, in its 30th anniversary edition, introduced a new index, the Planetary pressures-adjusted Human Development Index (P-HDI), to assess human development in the context of the Anthropocene. Also, UNDP is indeed continuing its efforts to pioneer data-driven, inclusive ways of measuring human development with actionable insights that accelerate SDG progress”	Completed and ongoing 
<a href="#">2021/5: UNDP Evaluation</a>						
<i>With regard to the annual report on evaluation, 2020 (DP/2021/19) and the management commentaries thereto</i>	<b>EVALUATION</b>	N/A	Para. 1: Takes note of the annual report on evaluation (DP/2021/19) and the management commentaries thereto, welcomes the additional analysis provided on key findings and lessons from evaluations carried out in 2020 and requests UNDP to address the issues raised			N/A



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	EVALUATION	BPPS	Para. 2: Recognizes the expanded efforts of the Independent Evaluation Office to work with UNDP country offices to improve the quality and coverage of decentralized evaluations, and acknowledges the efforts of UNDP to work with the Independent Evaluation Office to improve decentralized evaluations, encourages UNDP to continue this effort to identify and build evaluation capacities and resources to increase the satisfactory rating of decentralized evaluations significantly	Ongoing	On June 30, UNDP senior management endorsed the Decentralized Evaluation Strengthening and Accountability Strategy as a follow up to the recommendations made by the Management Accountability Review Panel. as a part of strategy. There will be a quarterly update to senior management on the status of the implementation of decentralized evaluations and actions to enhance the performance to ensure evaluation implementation, quality, and use.	Completed and ongoing 
	EVALUATION	N/A	Para. 3: Recognizes the promising new Global Evaluation Initiative that the Independent Evaluation Office has launched with the World Bank Independent Evaluation Group and other partners, to foster a global evaluation culture and support the efforts of Member States and other stakeholders to strengthen government monitoring and evaluation frameworks and capacities;			N/A



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	EVALUATION	BPPS	Para. 4: Takes note of the quality of recommendations from the Independent Evaluation Office as well as progress achieved in the implementation of management actions arising from evaluation findings and recommendations, and encourages UNDP to continue taking further actions to address overdue recommendations and to implement future evaluation recommendations consistently and in a timely manner	Ongoing	UNDP has institutionalized the quality of its decentralized evaluation performance by OPG, including the implementation of management actions. As of 15 July 2022, overdue management actions of Decentralized evaluations (DE) conducted between 2017-2022 has been reduced to 0.6%	Completed and ongoing 
<i>With regard to the evaluation of the UNDP Strategic Plan, 2018-2021 (DP/2021/20) and the management response thereto (DP/2021/21)</i>	EVALUATION	N/A	Para. 5: Takes note of the evaluation of the UNDP Strategic Plan, 2018-2021 (DP/2021/20) and the management response thereto (DP/2021/21)			N/A
	EVALUATION	N/A	Para. 6: Commends UNDP for its ability to adapt to the extraordinary circumstances of the coronavirus disease (COVID-19) pandemic, demonstrating agility in its pivot of country programming to help countries respond and plan for recovery;			N/A




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	EVALUATION	N/A	Para. 7: Recognizes the concerted efforts of UNDP to promote integrated development solutions and collaborative partnerships to support and leverage financing for the Sustainable Development Goals, while mainstreaming the principle of leaving no one behind			N/A
	EVALUATION	N/A	Para. 8: Takes note of the commitment of UNDP to further articulate how it will expand and achieve the concrete benefits of integrating gender equality and the empowerment of women and girls as a catalytic development accelerator for the 2030 Agenda for Sustainable Development;		1. UNDP launch the Gender Equality Public Seal by 2021- Global Platform is ready and under testing; arrangements are done with national partners in at least 8 countries, launch event in Africa and Latin America by September 2021 almost ready. 2. Internal Gender Equality Seal reached 80% of offices by 2025: fourth Call for application launched in June 2021, COs enrolled represent 70% of the total of UNDP offices. 3. Leadership Course for RRs/DRRs by 2021: partners have been identified (SOAS and Gender@ Work), RRs have been interviewed and learning needs identified, and the design of contents is undergoing.	Completed and ongoing 

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	EVALUATION	N/A	Para. 9: Acknowledges the progress made by UNDP to become more client-oriented through streamlining of processes and investing in digital transformation and innovation;			N/A
	EVALUATION	BERA	Para. 10: Recognizes that the transformations envisioned in the 2030 Agenda and the UNDP Strategic Plan, 2018-2021 require more predictable and flexible funding, and notes a stable influx of other resources and increases in regular resources, as well as the agile mobilization and repurposing of funds by UNDP to respond to the COVID-19 pandemic, and encourages UNDP to continue to build on progress, to improve its operational and administrative systems and practices, including agility and flexibility for adaptive management and funding, and to continue its efforts to expand and diversify programme funding sources and advocate for flexible and predictable funding	Update at Annual Session 2022		
	EVALUATION	ExO, BPPS	Para. 11: Requests UNDP to better define its role and value proposition in support of the 2030 Agenda and the COVID-19 pandemic response, ensuring that its aim to build forward better pays due consideration to the principles of inclusiveness and sustainability	Second Regular Session 2021		Completed 







DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	EVALUATION	BPPS	Para. 12: Encourages UNDP to design its Integrated Results and Resources Framework in line with applicable guidance of the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) and requests UNDP to harmonize, where appropriate, its Integrated Results and Resources Framework with other United Nations entities, with a focus on all results levels, and maximize the use of common results indicators, all with the goal of advancing United Nations development system contributions to the Sustainable Development Goals and to further strengthen system-wide evaluation	Second Regular Session 2021	The 2022-2025 IRRF has been finalized. The structure of the IRRF has been harmonized with UNICEF, UNFPA and UN Women. The IRRF incorporates common and complementary indicators with the UNDS entities, including the 11 relevant QCPR indicators.	Completed and ongoing 
	EVALUATION	BPPS	Para. 13: Requests UNDP to provide in a timely manner, ahead of the second regular session of 2021, more-detailed information on the Integrated Results and Resources Framework, including on its relationship to the QCPR monitoring and reporting framework	Second Regular Session 2021	UNDP has made the IRRF for 2022-2025 available on the EB website prior to the second regular session. The EB reviewed the IRRF for 2022-2025 during the second regular session, where the SP for 2022-2025 was adopted.	Completed 



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	EVALUATION	BPPS	Para. 14: Encourages UNDP to continue to improve results-based management and to design its results monitoring and reporting framework and systems to support the effective implementation of the Strategic Plan, 2022-2025, so as to provide timely and relevant data, methods and indicators to help countries accelerate achievement of the Sustainable Development Goals and monitor UNDP progress in this regard	Ongoing	The 2022-2025 IRRF has been finalized. The RBM systems are being developed, including the new ERP cloud system.	Completed and ongoing 
	EVALUATION	ExO	Para. 15: Requests UNDP to take into account, as appropriate, the recommendations of all relevant evaluations when formulating the next strategic plan for the period 2022-2025 and related regional programmes	Second Regular Session 2021		Completed 
<i>With regard to the third joint Global Environment Facility-UNDP evaluation of the Small Grants Programme (DP/2021/22) and the management response thereto (DP/2021/23)</i>	EVALUATION	N/A	Para. 16: Takes note of the third joint Global Environment Facility (GEF)—UNDP evaluation of the Small Grants Programme (DP/2021/22) and the management response thereto (DP/2021/23)			N/A



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	EVALUATION	N/A	Para. 17: Takes note of the evaluation's findings and conclusions acknowledging the significant role and contribution of UNDP in implementing the Small Grants Programme, a GEF corporate programme that contributes to global environmental and socioeconomic benefits in 126 countries, while noting areas for further strengthening			N/A
	EVALUATION	BPPS	Para. 18: Requests UNDP to collaborate closely with the GEF, providing support and inputs to a consultative process to develop an updated long-term vision for the Small Grants Programme and to review the programme's "upgrading policy"	Ongoing	UNDP is collaborating with the GEF on this	Completed and ongoing 
	EVALUATION	BPPS	Para. 19: Requests UNDP to collaborate closely with the GEF to strengthen the multi-stakeholder governance of the Small Grants Programme through its global and national steering committees;	Ongoing	UNDP is collaborating with the GEF on this	Completed and ongoing 
	EVALUATION	BPPS	Para. 20: Further requests UNDP to improve and incentivize innovation and business-oriented approaches at the project and country levels, and to promote better synergies between UNDP country offices and the Small Grants Programme, to ensure the sustainability of results, capacities and goodwill.	Ongoing	UNDP is currently developing the local action pillar of its work to enhance community-led action for innovation and business-oriented approaches through better synergies between COs and SGP Country Programmes.	Completed and ongoing 

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<a href="#">2021/6: Report on results achieved by the United Nations Capital Development Fund in 2020</a>	UNCDF	N/A	Para. 1: Takes note of the report on results achieved by the United Nations Capital Development Fund (UNCDF) in 2020 (DP/2021/24)			N/A
	UNCDF	N/A	Para. 2: Commends UNCDF for the progress made in implementing its Strategic Framework, 2018-2021			N/A
	UNCDF	N/A	Para. 3: Welcomes its commitment to and role in delivering innovative and blended financing approaches to leave no one behind			N/A
	UNCDF	N/A	Para. 4: Notes the catalytic role of UNCDF in supporting least developed countries to respond to and build forward better from the coronavirus disease (COVID-19) pandemic			N/A
	UNCDF	N/A	Para. 5: Recommits to supporting UNCDF, including through fully funding its resource requirements as enumerated in the Strategic Framework, 2018-2021, including capitalizing its investment fund with \$50 million			N/A


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<a href="#">2021/7: United Nations Volunteers programme: Report of the Administrator</a>	UNV	UNV	Para. 1: Encourages the United Nations Volunteers programme (UNV) to continue to promote the conducive environment for volunteerism and volunteers to enhance the sustainability of development results	Ongoing	Taking cue from the QCPR resolution operative paragraph 45, UNV has been reaching out to UNDP, UNICEF, UN Women and UNFPA to advocate for a joint indicator in their respective new strategic plans that would enable a uniform measurement of progress towards integrating volunteerism and volunteering into UN work at the country level. UNFPA, UNICEF and UN Women have all included relevant indicators in their results frameworks.	Completed 
	UNV	N/A	Para. 2: Takes note of the results achieved by UNV in 2020, including a rapid and effective response to the coronavirus disease (COVID-19) pandemic, as reflected in the report of the Administrator (DP/2021/25)			N/A
	UNV	N/A	Para. 3: Reaffirms the crucial role of the Special Voluntary Fund in delivering the UNV Strategic Framework, 2018-2021 and in responding to the COVID-19 pandemic, and calls upon all development partners in a position to do so to contribute to the fund			N/A
	UNV	N/A	Para. 4: Commends UNV for being well embedded in the United Nations system as exemplified by its cooperation with 60 United Nations organizations			N/A


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	UNV	UNV	Para. 5: Commends UNV for the results achieved through its Strategic Framework, 2018-2021, as highlighted in its independent evaluation, and further requests UNV to develop its next strategic framework building on its organizational results and in full alignment with General Assembly resolution 75/233;	First Regular Session 2022	SF development has been completed and the SF was presented to the EB on 1 February. The EB took note of the SF.	Completed 
	UNV	UNV	Para. 6: Asks UNV to continue its successful efforts towards the organization's digital transformation in the next strategic framework for 2022-2025 and beyond	First Regular Session 2023	SF development has been completed and the SF was presented to the EB on 1 February. The EB took note of the SF.	Completed 
	UNV	UNV	Para. 7: Requests UNV to continue being a strong advocate for the inclusion of persons with disabilities	Ongoing	UNV will continue to be a strong advocate for the inclusion of persons with disabilities.	Completed and ongoing 
	UNV	UNV	Para. 8: Expresses appreciation to all United Nations volunteers for their outstanding contributions to the pandemic response and the 2030 Agenda for Sustainable Development during 2020			N/A
<a href="#">2021/11: Reports of UNDP, UNFPA and UNOPS on internal audit and investigations, and management responses</a>	AUDIT	N/A	Para. 1: Welcomes the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2020			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	N/A	Para. 2: Notes with appreciation efforts to implement outstanding audit recommendations from previous reports			N/A
	AUDIT	BMS / OAI	Para. 3: Appreciates that UNDP, UNFPA and UNOPS have provided information on financial losses due to fraud, and encourages UNDP, UNFPA and UNOPS management to continue to improve their anti-fraud measures and fraud recovery rates	Ongoing	UNDP continues to improve its anti-fraud measures through targeted training, raising awareness and completing the anti-fraud strategy action plan. OAI continues to follow up on reported cases to improve fraud recovery rates.	Completed and ongoing 
	AUDIT	OAI	Para. 4: Notes that the implementation of decision 2020/10 remains in progress, and in this regard calls on the offices of internal audit and investigation of UNDP, UNFPA and UNOPS to work with UNICEF, UN-Women and the World Food Programme and agree on harmonized definitions and reporting for audit and investigation matters, where applicable, to provide the Executive Boards with a more coherent overview of findings and results	Annual Session 2022	UNDP works with UNFPA, UNOPS, UNICEF, UN-Woman and the World Food Programme in formulating harmonized definitions and reporting for audit and investigations matters.	Completed and ongoing 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	OAI	Para. 5: Encourages the offices of internal audit and investigation of UNDP, UNFPA and UNOPS to share with the Executive Board the outcomes of the working group on audit reporting, and encourages them to include analysis on longer-term trends in internal audit and investigation findings in their annual reports to the Executive Board;	Annual Session 2022	UNDP will work with UNFPA and UNOPS in formulating longer-term trends in internal audit and investigations findings in their annual reports.	In Progress 
	AUDIT	OAI	Para. 6: Encourages the offices of internal audit and investigation of UNDP, UNFPA and UNOPS to continue holding regular informal briefings for Member States, as needed, including in advance of the annual session of the Executive Board	As needed	UNDP/OAI will hold regular informal briefings for Members States, as needed, including in advance of the annual session of the Executive Board.	Completed and ongoing 
	AUDIT	N/A	Para. 7: Takes note of the annual report of the Office of Audit and Investigations on internal audit and investigation activities in 2020 (DP/2021/14) and its annexes, and the management response thereto			N/A



DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	BMS, BPPS, BERA	Para. 8: Recalls decision 2021/1, and reiterates its encouragement to UNDP to continue with its organization-specific anti-fraud strategy and to advance the implementation of the fraud risk management action plan, and also reiterates its encouragement to UNDP to coordinate its actions in response to the Board of Auditors recommendations with its actions to address the Office of Audit and Investigations audit entitled “Performance Audit of UNDP Global Environmental Facility (GEF) Management”		<p>UNDP continues to provide regular updates to the Risk Committee on the status of the Fraud Risk Management Action plan. The following has been done:</p> <ul style="list-style-type: none"> <li>-The Anti-Fraud Strategy and its associated Anti-Fraud Risk action plan in 2021.</li> <li>-The Risk Committee has been regularly updated on the Anti-Fraud Risk Action plan (July 2020, Dec. 2020, Sept. 2021). These guidance documents have been issued: 2021 IWP Risk Register guidance; Fraud Risk Assessment Guidance; LTAs to conduct risk assessment for high-risk frauds; UNDP continues to monitor the Anti-Fraud Risk Action plan to ensure the implementation of agreed actions; The Anti-Fraud action plan continues to be implemented.</li> </ul>	Completed and ongoing 
	AUDIT	N/A	Para. 9: Expresses continuing support for the internal audit and investigation functions of UNDP			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	N/A	Para. 10: Takes note of the annual report of the Audit and Evaluation Advisory Committee			N/A
	AUDIT	BMS	Para. 11: Takes note of the continued number of audit recommendations related to programme management, procurement and financial management, including management of implementing partners, and encourages UNDP to take continued steps to address recurring recommendations	Ongoing	UNDP has successfully launched the final modules of Quantum, UNDP's new IT Management System, in January 2023. The new system provides significant, systems-based improvement to UNDP's internal control environment through its enhanced monitoring capabilities, linking projects to Country Program Documents, UNDP Strategic Plan, and Sustainable Development Goals. Quantum and UNALL provide an end-to-end integrated procurement platform, covering planning to sourcing, contract management and performance evaluation, hence strengthening UNDP internal control and contributing to addressing recurring issues.	Completed and ongoing 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	N/A	Para. 12: Takes note of (a) the report of the Office of Audit and Investigation Services on UNFPA internal audit and investigation activities in 2020 (DP/FPA/2021/6); (b) the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the UNFPA framework of governance, risk management and control (DP/FPA/2021/6/Add.1); and (c) the management response to the report of the Office of Audit and Investigation Services and the report of the Oversight Advisory Committee			N/A
	AUDIT	N/A	Para. 13: Takes note of the annual report of the Oversight Advisory Committee (DP/FPA/2021/6/Add.2)			N/A
	AUDIT	N/A	Para. 14: Expresses continuing support for the strengthening of the internal audit and investigation functions at UNFPA, notes with concern the number of investigation cases carried over from past years, and calls on UNFPA management to provide sufficient resources for the investigation function to effectively deploy these resources to reduce the caseload			N/A
	AUDIT	N/A	Para. 15: Acknowledges and supports the Office of Audit and Investigation Services in joint audit and investigation activities			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	AUDIT	N/A	Para. 16: Notes the ratings for audits concluded in 2020, and encourages management to continue to take steps to implement new and outstanding audit recommendations and to address areas of recurring recommendations			N/A
	AUDIT	N/A	Para. 17: Takes note of the annual report of the Internal Audit and Investigations Group for 2020 (DP/OPS/2021/2) and the management response			N/A
	AUDIT	N/A	Para. 18: Takes note of the significant progress made in implementation of audit recommendations			N/A
	AUDIT	N/A	Para. 19: Takes note of Internal Audit and Investigations Group compliance with international standards as confirmed in an external quality assessment of its investigation function			N/A
	AUDIT	N/A	Para. 20: Takes note of the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the organization's framework of governance, risk management and control (in line with Executive Board decision 2015/13)			N/A
	AUDIT	N/A	Para. 21: Takes note of the annual report of the Audit Advisory Committee for 2020 (in line with Executive Board decision 2008/37)			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2021/12: Reports of the ethics offices of UNDP, UNFPA and UNOPS</a>	ETHICS	N/A	Para. 1: Takes note of the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2021/15, DP/FPA/2021/7 and DP/OPS/2021/3)			N/A
	ETHICS	N/A	Para. 2: Notes the progress made by the UNDP Ethics Office in strengthening the ethical culture of UNDP			N/A
	ETHICS	N/A	Para. 3: Welcomes the continued progress in the work of the UNFPA Ethics Office			N/A
	ETHICS	N/A	Para. 4: Notes the progress made by the UNOPS Ethics and Compliance Office in strengthening the ethical culture of UNOPS			N/A


















































## EXECUTIVE BOARD DECISION TRACKING TABLE: SECOND REGULAR SESSION 2021


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2021/14: UNDP Strategic Plan</a>	ANNUAL REPORT & STRATEGIC PLAN	N/A	<i>Para. 1: Notes with appreciation the transparent and consultative process undertaken by UNDP in developing the Strategic Plan, 2022-2025, including the extensive engagement with the Executive Board</i>			N/A
	ANNUAL REPORT & STRATEGIC PLAN	N/A	<i>Para. 2: Notes with appreciation the efforts undertaken by UNDP to align its Strategic Plan with General Assembly resolutions 70/1 of 25 September 2015, entitled “Transforming our world: the 2030 Agenda for Sustainable Development”, and 75/233 of 21 December 2020 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system</i>			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	ANNUAL REPORT & STRATEGIC PLAN	N/A	Para. 3: Endorses the UNDP Strategic Plan, 2022-2025 (DP/2021/28), takes note of its annexes and requests UNDP to provide updated baselines and targets for the integrated results and resources framework of the new Strategic Plan to the Executive Board			N/A
	ANNUAL REPORT & STRATEGIC PLAN	N/A	<i>Para. 4: Notes</i> that the Strategic Plan, as the overall strategic framework for UNDP, is not intergovernmentally negotiated, and acknowledges that the Strategic Plan includes some terms that have not been intergovernmentally endorsed in the United Nations system			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	ANNUAL REPORT & STRATEGIC PLAN	ExO	<p><i>Para. 5: Acknowledges with appreciation</i> the best practices of UNDP in the implementation of its strategic plans and requests UNDP to continue this practice at the country level with full respect for the principle of national ownership and leadership of programme countries, taking into account their national priorities and needs, recognizing their different contexts and particular characteristics, and in conformity with universally recognized international human rights</p>	Ongoing	UNDP will continue to apply such best practices with full respect for national ownership and the other areas mentioned in this decision.	<p>Completed and ongoing</p> 


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	ANNUAL REPORT & STRATEGIC PLAN	ExO, BPPS	<i>Para. 6: Requests</i> UNDP to present to the Executive Board at its annual session 2024 a thorough midterm review of the Strategic Plan, 2022-2025 and its annexes, including if required updates to the plan and its annexes	Annual Session 2024	UNDP will present a midterm review of its Strategic Plan 2022-2025 at the Annual Session 2024.	In Progress 
	ANNUAL REPORT & STRATEGIC PLAN	BPPS	<i>Para. 7: Recalls</i> its decision 2021/5, paragraph 12 and requests UNDP to include in the annual reports of the Administrator on the implementation of the Strategic Plan, 2022-2025, including in its midterm review, information on results jointly achieved with United Nations development system entities identified through common and complementary indicators	Annual Session 2024	The common and complementary indicators have been incorporated in the IRRF of UNDP, UNICEF, UNFPA and UN Women. Discussion is ongoing among the four agencies as to how to report results jointly achieved leveraging the common and complementary indicators included in the respective IRRF.	In Progress 


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
<a href="#">2021/15: UNDP integrated resources plan and integrated budget estimates, 2022-2025</a>	FINANCIAL	N/A	<p>Para. 1: Welcomes the UNDP integrated resources plan and integrated budget estimates, 2022-2025 (DP/2021/29), which present a single, integrated budget that includes all budgetary categories, with an improved results focus and enhanced linkages with the results of the Strategic Plan, and harmonized in methodology and presentation, including on cost classification, attribution and recovery, with UNFPA, UNICEF and UN-Women, as approved by the Executive Board in decision 2020/12 on the joint comprehensive cost-recovery policy (DP/FPA-ICEF- UNW/2020/1)</p>			N/A
	FINANCIAL	N/A	<p><i>Para. 2: Also welcomes</i> the transparent and consultative process undertaken by UNDP in the development of the integrated resources plan and integrated budget estimates, 2022-2025</p>			N/A


DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	FINANCIAL	N/A	<i>Para. 3: Acknowledges with appreciation</i> the inclusion of a new cost-classification category on independent oversight and assurance activities, with separate budget lines for the Independent Evaluation Office and the Office of Audit and Investigations, as part of ongoing efforts to strengthen and clarify financial reporting to further improve Member States' understanding of the financial position of UNDP			N/A
	FINANCIAL	BMS	<i>Para. 4: Takes note</i> of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/2021/30) on the institutional components of the UNDP integrated resources plan and integrated budget estimates and the recommendations of the Advisory Committee, and requests UNDP to address the recommendations and to report back to the Executive Board on actions taken	Ongoing and as needed	UNDP will implement and report on the ACABQ recommendations, in line with the existing reporting mechanisms	In Progress 



DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	FINANCIAL	N/A	<p><i>Para. 5: Recalls</i> its decisions 2007/33, 2009/22, 2010/2, 2010/32, 2011/10, 2012/1, 2012/27, 2012/28, 2013/4, 2013/9, 2013/18, 2013/28, 2013/30, 2016/5, 2017/11, 2017/31, 2020/5, 2020/12 and endorses document DP/2021/29 on the integrated resources plan and integrated budget estimates, 2022-2025 and its annexes, and the provisions contained in the document</p>			N/A
	FINANCIAL	N/A	<p><i>Para. 6: Approves</i> the integrated budget for 2022-2025 as based on projected regular and other resources available and their projected utilization, including an appropriation of \$1,193.8 million from regular resources for the institutional component of the integrated budget, 2022-2025</p>			N/A




DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	FINANCIAL	BMS	<p><i>Para. 7: Welcomes</i> the budget allocations to the United Nations Capital Development Fund and United Nations Volunteers programme and the ongoing contribution to these organizations from the UNDP core budget, particularly in view of their importance for least developed countries, and calls on UNDP to continue to provide contributions to these entities, and to report to the Board if UNDP funding allocations to these entities change over the lifetime of this integrated budget, as per previous decisions including decision 2017/31</p>	Ongoing and as needed	In progress. UNDP allocates resources from the UNDP core budget to UNCDF and the UNV in line with the parameters of the Executive Board approved Integrated Budget.	<p>Completed and ongoing</p> 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	FINANCIAL	BMS	<p>Para. 8: Welcomes that in the period 2022–2025, UNDP will continue to invest in programme quality and compliance, supported through modernized operational systems and structures, and reinforced through a strengthened internal control framework; notes that these investments would enable UNDP to enhance management and internal oversight capacity at country, regional and central levels to support proactive mitigation of risks as these relate to programmatic and operational work, and notes that these investments would provide further impetus to the implementation of recent evaluation and audit recommendations that point at the need to continue to invest in updating internal monitoring and control systems and country capacities, and also encourages UNDP to continue using appropriate expertise, including local and national, and to support enhanced management and internal oversight capacity in its programmes and projects</p>	Ongoing	In progress. UNDP is using appropriate expertise, including local and national, to support enhanced management and internal oversight capacity in its programmes and projects	<p>Completed and ongoing</p> 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	FINANCIAL	N/A	Para. 9: Requests UNDP, in conjunction with the midterm review of the Strategic Plan, to present a midterm review of the integrated resources plan and the integrated budget;	Annual Session 2024	UNDP will present a midterm review of its integrated resources plan and integrated budget at the Annual Session 2024.	In Progress 
<a href="#">UNDP structured funding dialogue</a>	FINANCIAL	N/A	Para. 1: Welcomes the report on the structured dialogue on financing the results of the UNDP Strategic Plan, 2018-2021 (DP/2021/31) and its annexes, including progress made on entity-specific commitments of the funding compact			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	FINANCIAL	N/A	<i>Para. 2: Notes</i> the importance of sufficient and predictable regular resources, and urges UNDP to continue engaging with Member States to prioritize contributing to UNDP regular resources to enable UNDP to deliver the intended results of the Strategic Plan, restore development gains that have been eroded by the coronavirus disease (COVID-19) pandemic and maintain robust internal control and accountability systems		UNDP continued to make a strong case for regular funding through various means, including the #PartnersAtCore campaign, the administrator's speech to the Board and strategic consultations with Member States, the Structured Funding Dialogue, etc.	Completed and ongoing 
	FINANCIAL	BERA	<i>Para. 3: Recalls</i> the importance of funding predictability and encourages UNDP to continue its dialogue with Member States to contribute on a multi-year basis for 2021 and future years, to enable UNDP to respond to the evolving needs of programme countries with agility	Ongoing	UNDP maintains its dialogue with Member States on such matters.	Completed and ongoing 
	FINANCIAL	N/A	<i>Para. 4: Notes</i> the importance of flexible thematic funding, which is critical for UNDP to accelerate programming to meet the Sustainable Development Goals, and encourages non-earmarked resources			N/A

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
	FINANCIAL	BERA	<i>Para. 5: Encourages</i> UNDP to continue its dialogue with Member States through structured funding dialogues, on shifting from highly-earmarked to regular and flexible resources, and adhere to the mutually reinforcing commitments of the funding compact	Ongoing	UNDP carried out three Structured Funding dialogues (a joint informal session with UNFPA, UN Women and Unicef on 7 May 2021; UNDP informal SFD session on 23 August 2021; and a formal SFD session on 1 September 2021) highlighting the importance of quality funding and the implementation of the Funding	Completed and ongoing 

DECISION	CATEGORY	RESPONSIBLE DIVISIONS	REQUEST	DEADLINE	PROGRESS AND FOLLOW UP ACTIONS	STATUS
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