





EXECUTIVE BOARD DECISION TRACKING TABLE FOR 2021


The following matrix keeps track of the implementation of specific and time-bound requests to UNFPA contained in Executive Board decisions. The decision-tracking matrix is revised on a regular basis to keep the information relevant and up-to-date.



The full text of the Decisions per Executive Board sessions is available by clicking on the decision. The full compendium of Decisions adopted by the Executive Board in 2021 can be found on the [UNFPA Executive Board Website](#).


The status of a decision is indicated as follows: **(1) GREEN** ● signifies (a) 'completed' (action has been completed or decision is no longer relevant) or (b) 'ongoing' (action in progress, if a recurring item); **(2) YELLOW** ● signifies an action is 'partially completed' (action in progress, with a due date, if relevant).




Decision	Category	Responsible division(s)	Request	Deadline	Progress and follow-up action	Status
First Regular Session 2021 (1-4 February 2021)						
2021/1 Reports of UNDP, UNCDF, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2019	Recommendations of the Board of Auditors		Para 1. Welcomes the unqualified audit opinions on UNDP, UNCDF, UNFPA and UNOPS issued by the United Nations Board of Auditors for 2019;			No actions required
	Recommendations of the Board of Auditors	Office of the Executive Director, Ethics Office	Para 2. 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;	Ongoing	UNFPA is in discussions with UNDP and UNOPS to harmonize the reporting formats on the implementation of the Board of Auditors Recommendations.	In Progress ●
	Recommendations of the Board of Auditors		Para 3. Notes the progress made by UNDP in addressing the top seven audit-related priorities in 2018-2019;			No actions required
			Para 4. Endorses the suggested top seven audit-related management priorities for the biennium 2020-2021;			No actions required
			Para 5. 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;			No actions required

			Para 6. 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;		No actions required	
			Para 7. 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”;		No actions required	
			Para 8. Supports the ongoing efforts of UNCDF in implementing the recommendations of the United Nations Board of Auditors for the year ended 31 December 2019;		No actions required	
Recommendations of the Board of Auditors	Office of the Executive Director/ Division for Management Services		Para 9. 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;	Ongoing	UNFPA continued to achieve a very high implementation rate for the BoA recommendations. In the latest BoA report issued in July 2021, UNFPA successfully closed 27 out of 33 recommendations and thereby achieved an 82% implementation rate. As of now UNFPA has addressed the remaining six recommendations from 2019 which are under review by the BoA.	In Progress 
Recommendations of the Board of Auditors	Office of the Executive Director/ Division for Management Services; ITSO		Para 10. 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;	2022	UNFPA management is on track with the issuance of the final ERM policy draft, expected to be approved in early 2022. UNFPA is also working on the risk appetite statement, and fine tuning the new integrated risk framework. In addition, management has also started a detailed evaluation of suitable eGovernance, Risk and Compliance (GRC) platforms to operationalise the new ERM policy. The new ERP system has a “go live” date in 2022.	In Progress 
Recommendations of the Board of Auditors			Para 11. 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 implementation.		No actions required	


2021/8 Implementation of the UNFPA Strategic Plan, 2018-2021: Report of the Executive Director	Annual Report and Strategic Plan		Para 1. Welcomes the unqualified audit opinions on UNDP, UNCDF, UNFPA and UNOPS issued by the United Nations Board of Auditors for 2019;			No actions required
			Para 2. Notes with appreciation the progress made by UNFPA in achieving the results of the UNFPA strategic plan, 2018-2021, pursuant to the integrated results and resources framework, during the penultimate year of its implementation			No actions required
	Annual Report and Strategic Plan	Division for management services, Division of Communications and Strategic Partnerships, Policy and Strategy Division	Para 3. Notes with concern the widening financing gap in achieving the three transformative results as a result of the COVID-19 pandemic, and in this regard calls on UNFPA to set ambitious yet prudent income projections, coupled with a pragmatic yet achievable resource mobilization strategy for the next strategic plan, 2022-2025.	Ongoing	UNFPA has set ambitious, yet achievable income targets which form the basis of its Integrated Budget proposal for 2022-2025.	Completed and ongoing 
2021/9 UNFPA evaluation	Evaluation		Para 1. Takes note of the present report on the evaluation function, and of the programme of work and budget of the Evaluation Office in 2021;			No actions required
			Para 2. Welcomes the efforts made by UNFPA and the progress achieved in strengthening the evaluation function, in actively adapting the evaluation function to the COVID-19 crisis, in contributing to United Nations system-wide evaluation efforts and in fostering national evaluation capacity development;			No actions required
			Para 3. Reaffirms the role played by the evaluation function and underscore the importance of high-quality, independent evaluative evidence in the context of the UNFPA Strategic Plan, 2018-2021, and its contribution to the development of the new UNFPA strategic plan for 2022-2025, and implementation of the 2030 Agenda for Sustainable Development;			No actions required

		Policy and Strategy Division, Evaluation Office	Para 4. Encourages UNFPA 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 UNFPA 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	As recommended in the 2020 quadrennial comprehensive policy review, the UNFPA strategic plan (2022-2025) goal and outcomes have been conceptualized based on the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1), with the results to be achieved by 2030. Hence, the impact and outcome indicators in the integrated results and resources framework (IRRF) are either the same or closely related to the Sustainable Development Goal (SDG) indicators. By adopting the SDG indicators in the UNFPA IRRF, the outcomes of the UNFPA strategic plan, 2022-2025, reflect the results shared with other partner organizations. The IRRF also includes some indicators at the output level that measure the contribution to joint programmes. Common indicators are the same in the results and resources frameworks of at least two entities. They are drawn, where possible, directly from other globally agreed frameworks – including the QCPR Monitoring and Reporting Framework, 2021-2024. Complementary indicators are not repeated verbatim in the results and resources frameworks of another United Nations entity. However, they are related to or provide different but complementary insights into the same issue, high-level result and/or area of complementary work.	Complete 
	Evaluation	Policy and Strategy Division, Evaluation Office, Office of the Executive Director	Para 5. Requests UNFPA 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	The Integrated Results and Resources Framework was developed and shared with the Executive Board in advance of the Second Regular Session 2022; it took note of the IRRF in the decision endorsing the new Strategic Plan.	Complete 

	Evaluation	Policy and Strategy Division, Division for management services	Para 6. Encourages UNFPA to continue to increase investments towards an allocation of at least 1.4 per cent and up to 3 per cent of its total programme expenditure to the evaluation function, as articulated in the UNFPA Evaluation Policy of 2019.	Ongoing	<p>UNFPA has provided additional resources for the evaluation function in its Integrated Budget 2022-2025 proposal which was approved by the Executive Board. UNFPA's commitment to provide sufficient resources for the evaluation function is reflected in the steady increase in investments over the years. Even in times of financial challenges and reductions in income during the 2014-2017 and 2018-2021 cycle, UNFPA safeguarded the budgets for the two independent functions and did not reduce their allocations, unlike for other parts of the organization. This is evidenced by an increase of over 308% in the Evaluation Office (from \$4.2m in 2010 to \$17.2m for 2022-2025).</p> <p>In addition, the QBEP 2022-2025 includes funding for all planned centralized and decentralized evaluations, and UNFPA has further strengthened the financial ring-fencing mechanism to support the implementation of country programme evaluations.</p> <p>In relative terms, the 2020 expenditure on evaluation represents 0.83 per cent of the total UNFPA programme expenditure. The decrease in the ratio of evaluation expenditure (0.83 in 2020 compared to 0.98 in 2019) was due to the increased total UNFPA programme expenditure on the one side, and the decrease in the Evaluation Office's expenditures due to the COVID-19 induced travel restrictions for data collection and evaluation capacity development initiatives on the other side. Overall, without the COVID-19 related reduction, the budgeted original allocation for the evaluation function (at central and decentralized levels) was \$9.64 million, representing 0.94 per cent of the total UNFPA programme expenditure for 2020. The economies of scale are important to be highlighted: As the organization grows, the</p>	<p>In Progress</p> 
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					proportion of spending on evaluation will conversely decrease, even with nominal growth and additional investments.	
2021/11 Reports of UNDP, UNFPA and UNOPS on internal audit and investigations, and management responses	Internal Audit and Investigation		Para 1. Welcomes the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2020;			No actions required
			Para 2. Notes with appreciation efforts to implement outstanding audit recommendations from previous reports;			No actions required
			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;			No actions required
		Office of Audit and Investigation Services	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	The UNFPA Office of Audit and Investigation Services together with counterparts from UNDP, UNICEF, UN-Women and UNOPS have agreed on a final harmonized template for the annual report to the Executive Boards. UNFPA will start drafting the annual report of OAIS using the harmonized approach, which will be presented in the Annual Session in 2022.	In Progress 
		Office of Audit and Investigation Services	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	The UNFPA Office of Audit and Investigation Services together with counterparts from UNDP, UNICEF, UN-Women and UNOPS have agreed on a final harmonized template for the annual report to the Executive Boards. UNFPA will start drafting the annual report of OAIS using the harmonized approach, which will be presented in the Annual Session in 2022.	In Progress 
		Office of the Executive Director, Office of Audit and Investigation Services	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;	Annual session 2022 and Ongoing	The Office of Audit and Investigation Services is at the disposal of Member States to hold meetings, as needed, in addition to the usual informal meeting presenting the annual report to the Executive Board ahead of its annual session.	Completed and ongoing 



Internal Audit and Investigation		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;			No actions required
		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";			No actions required
		Para 9. Expresses continuing support for the internal audit and investigation functions of UNDP;			No actions required
		Para 10. Takes note of the annual report of the Audit and Evaluation Advisory Committee;			No actions required
		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;			No actions required
		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;			No actions required
		Para 13. Takes note of the annual report of the Oversight Advisory Committee (DP/FPA/2021/6/Add.2);			No actions required
		Internal Audit and Investigation	Division for Human Resources, Division for management services, Office of the Executive Director	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;	Ongoing


					<p>current staffing that will focus on the early assessment of complaints to ascertain if these are to be investigated or not. OASIS has initiated the recruitment process to fill these new posts with the objective of having the successful candidates on board during the first quarter of 2022.</p> <p>As additional measures to address the backlog, OASIS is reorganizing the Office using existing staffing resources to streamline procedures, enhance delegation of authority, and strengthen quality assurance.</p>	
Internal Audit and Investigation	Office of Audit and Investigation Services	Para 15. Acknowledges and supports the Office of Audit and Investigation Services in joint audit and investigation activities;				No actions required
Internal Audit and Investigation	Office of the Executive Director, Division for Human Resources, Division for management services	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;	Ongoing	UNFPA, through its regular Audit Monitoring Committee (AMC) meetings, has started following up on the areas with recurring recommendations with relevant thematic leads. Based on the discussions in the AMC, UNFPA is preparing detailed action plans to deal with the thematic areas and these action plans will be reviewed in the subsequent AMC meetings. The follow up report on the pervasive issues will be submitted to the OASIS for its GRC opinion in Feb/March 2022.		In Progress 
Internal Audit and Investigation		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;				No actions required
		Para 18. Takes note of the significant progress made in implementation of audit recommendations;				No actions required
		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;				No actions required
		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);				No action required
		Para 21. Takes note of the annual report of the Audit Advisory Committee for 2020 (in line with Executive Board decision 2008/37).				No action required


2021/12 Reports of the ethics offices of UNDP, UNFPA and UNOPS	Ethics		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);	No actions required
			Para 2. Notes the progress made by the UNDP Ethics Office in strengthening the ethical culture of UNDP;	No actions required
			Para 3. Welcomes the continued progress in the work of the UNFPA Ethics Office;	No actions required
			Para 4. Notes the progress made by the UNOPS Ethics and Compliance Office in strengthening the ethical culture of UNOPS.	No action required

Second Regular Session 2021 (31 August – 2 September 2021)

2021/17 UNFPA Strategic Plan, 2022-2025	Strategic Plan		Para 1. Notes with appreciation the inclusive and consultative process undertaken by UNFPA in developing its new strategic plan (contained in document DP/FPA/2021/8);	No actions required	
			Para 2. Notes with appreciation the efforts undertaken by UNFPA 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;	No actions required	
	Strategic Plan	Policy and Strategy Division, Division for management services, Division of Communications and Strategic Partnerships, Technical Division	Para 3. Endorses the UNFPA Strategic Plan, 2022-2025, which shall be implemented consistent with this decision, takes note of its annexes (available on the UNFPA website), and requests UNFPA to provide updated baselines and targets for the integrated results and resources framework of the new Strategic Plan at the annual session of the Executive Board in 2022;	Annual Session 2022 UNFPA will present the baselines and targets during the annual session of the Executive Board in 2022.	In Progress 
	Strategic Plan	Policy and Strategy Division, Division for management services, Division of Communications and Strategic Partnerships, Technical Division	Para 4. Notes that the Strategic Plan is the overall strategic framework for UNFPA and is not intergovernmentally negotiated, and acknowledges that the Strategic Plan and its annexes include some terms that have not been intergovernmentally endorsed in the United Nations system;	No action required	

	Strategic Plan	Policy and Strategy Division, Division for management services, Division of Communications and Strategic Partnerships, Technical Division	Para 5. Requests UNFPA to implement its Strategic Plan and its annexes in accordance with the Programme of Action of the International Conference on Population and Development, the Beijing Declaration and Platform for Action and the outcome documents of their reviews, while taking note of the outcome documents of the regional review conferences on population and development, and stressing that those outcomes provide region-specific guidance on population and development beyond 2014 for each region that adopted the particular outcome document, as well as in accordance with the 2030 Agenda for Sustainable Development, with the agreement and consent of the host country, taking into account the different national legislation and cultural backgrounds, capacities and levels of development, and respecting national policy space, while remaining consistent with relevant international rules and commitments, and in conformity with universally recognized international human rights;	Ongoing	UNFPA commits to implement its Strategic Plan and its annexes in accordance with this decision.	In Progress 
	Strategic Plan	Policy and Strategy Division, Division for management services, Division of Communications and Strategic Partnerships, Technical Division	Para 6. Recalls its decision 2021/9, paragraph 4, and requests UNFPA to include in the annual reports of the Executive Director 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 reports 2022, 2023, 2024, 2025	UNFPA commits to reflect results achieved jointly with UN development entities.	In Progress 
2021/18	Integrated Budget		Para 1. Welcomes the UNFPA integrated budget, 2022-2025 (DP/FPA/2021/9), which present a single, integrated budget that includes all budgetary categories, with an improved focus on			No actions required

UNFPA integrated budget, 2022-2025			results and harmonized in methodology and presentation, including on cost classification, attribution and recovery, with UNDP, 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);		
			Para 2. Also welcomes the transparent and consultative process undertaken by UNFPA in the development of the integrated budget, 2022-2025;		No actions required
			Para 3. Acknowledges with appreciation the inclusion of a new cost-classification category on independent oversight and assurance activities, with separate budget lines for the UNFPA Evaluation Office and the Office of Audit and Investigation Services, as part of ongoing efforts to strengthen and clarify financial reporting to further improve Member States understanding of the financial position of UNFPA;		No actions required
			Para 4. Takes note of the results and resource requirements in the UNFPA integrated budget estimates for 2022-2025, as contained in DP/FPA/2021/9;		
			Para 5. Also takes note of the report of the Advisory Committee on Administrative and Budgetary Questions (DP/FPA/2021/12) on the UNFPA integrated budget, 2022-2025, and the recommendations of the Advisory Committee, and requests UNFPA to address the recommendations and to report back to the Executive Board on actions taken;		
			Para 6. Further takes note of the presentation of activities and associated costs reflected in UNFPA integrated budget, 2022-2025;		
			Para 7. Approves gross resources of \$839.9 million, representing the institutional budget estimates for 2022-2025, and notes that these estimates include \$235.5 million for indirect cost recovery from other resources;		
			Para 8. Also approves \$204.5 million of the projected regular resources as a ceiling for global and regional programmes for 2022-2025, noting that this amount cannot be exceeded without approval by the Executive Board;		
			Para 9. Further approves an annual amount of \$10 million of regular resources for the emergency fund, recalling Executive Board decision 2015/3, and reaffirms the existing authorization for the UNFPA Executive Director to increase the emergency fund by up to \$2 million beyond the ceiling in a given year if the number and extent of the emergencies so warrant;		
			Para 10. Endorses the proposal of the Executive Director, similar to decisions 2008/6, 2012/13, 2013/32 and 2017/24, to grant her exceptional authority during 2022-2025 to access up to an additional \$5.6 million in regular resources for security measures, provided these are used for new and emerging security mandates, as defined by the directives of the United Nations Department of Safety and Security, and requests UNFPA to report to the Executive Board on the use of those funds in its annual statistical and financial review;		
	Policy and Strategy Division, Division for management services	Para 11. Requests UNFPA, in conjunction with the midterm review of the Strategic Plan, to present a midterm review of the integrated budget.	Annual Session 2024	UNFPA will continue to present the midterm review of the integrated budget in conjunction with the midterm review of the Strategic Plan.	In Progress 
2021/19			Para 1. Takes note with appreciation of the report on the UNFPA structured funding dialogue, 2020-2021 (DP/FPA/2021/10);		No actions required

UNFPA structured funding dialogue	Structured Funding Dialogue		Para 2. Notes the importance of sufficient and predictable regular (core) resources linked to intended and demonstrated results, as these are critical for UNFPA to deliver on the strategic plans for 2018-2021 and 2022-2025, respond to the coronavirus disease (COVID-19) pandemic and contribute to realizing the 2030 Agenda for Sustainable Development;		No actions required	
		Division of Communications and Strategic Partnerships, Policy and Strategy Division, Division for management services	Para 3. Recalls the importance of broadening the contributor base, and requests UNFPA to continue engaging with Member States to consider prioritizing contributions to UNFPA regular resources in a timely and predictable manner, in line with the funding compact, and also requests UNFPA to continue to make efforts in terms of visibility and recognition of contributions, in particular for regular resources;		UNFPA core funding was above the target for 2021 and 100 Member States contributed (compared to 96 in 2020). Co-financing was 69% of the total revenue and core was 31%. Visibility efforts expanded greatly in 2021, including via direct investment into donor visibility (staffing) and new tools.	Complete 
		Division of Communications and Strategic Partnerships, Policy and Strategy Division, Division for management services	Para 4. Notes the importance of flexible thematic funding as critical for UNFPA to be able to accelerate programming to meet the three UNFPA transformative results and the Sustainable Development Goals, particularly in those areas in which development gains have been eroded by the COVID-19 pandemic;			No actions required
	Division of Communications and Strategic Partnerships, Policy and Strategy Division, Division for management services	Para 5. Urges UNFPA to continue its dialogue with Member States, through the structured funding dialogues, on shifting from highly earmarked funds to more predictable and flexible funding, especially to core resources, and to support the commitments of the funding compact.		UNFPA core funding was above the target for 2021 and 100 Member States contributed (compared to 96 in 2020). Co-financing was 69% of the total revenue and core was 31%. Visibility efforts expanded greatly in 2021, including via direct investment into donor visibility (staffing) and new tools.	Complete 