



# Economic and Social Council

Distr.: General  
24 March 2022

Original: English

---

## Report of the Executive Board of the United Nations Children's Fund on the work of its first regular session of 2022

(8–11 February 2022)\*

---

\* The present document is an advance version of the report of the Executive Board of the United Nations Children's Fund on the first regular, annual and second regular sessions of 2022, to be issued as parts I, II and III, respectively. These reports will be issued in final form as *Official Records of the Economic and Social Council, 2022, Supplement No. 14 (E/2022/34/Rev.1–E/ICEF/2022/7/Rev.1)*.



## Contents

	<i>Page</i>
I. Organization of the session . . . . .	3
A. Adoption of the provisional annotated agenda, timetable and organization of work . . . . .	3
B. Opening statements by the President of the Executive Board and the Executive Director of UNICEF . . . . .	3
C. Election of officers of the Executive Board . . . . .	7
II. Deliberations of the Executive Board . . . . .	7
A. UNICEF programme cooperation . . . . .	7
(a) Country programme documents . . . . .	7
(b) Extensions of ongoing country programmes . . . . .	8
B. Oral report on UNICEF follow-up to the recommendations and decisions of the forty-seventh and forty-eighth meetings and two special sessions of the Joint United Nations Programme on HIV/AIDS Programme Coordinating Board . . . . .	8
C. UNICEF humanitarian action . . . . .	9
(a) Update on UNICEF humanitarian action . . . . .	9
(b) Establishment of an Assistant Secretary-General position in UNICEF to head the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure . . . . .	10
D. Joint evaluability assessment of the Global Action Plan for Healthy Lives and Well-being for All, and management response . . . . .	11
E. Plan for global evaluations, 2022–2025 . . . . .	12
F. Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority . . . . .	13
G. UNICEF financial report and audited financial statements for the year ended 31 December 2020 and report of the Board of Auditors, and management response . . . . .	14
H. Private Fundraising and Partnerships: 2022 workplan and proposed budget . . . . .	15
I. Report of the visit of the UNICEF Executive Board . . . . .	17
J. Other matters . . . . .	18
K. Adoption of draft decisions . . . . .	18
L. Closing statements by the Executive Director of UNICEF and the President of the Executive Board . . . . .	18
Annex	
Decisions adopted by the Executive Board at its first regular session of 2022 . . . . .	20

## **I. Organization of the session**

### **A. Adoption of the provisional annotated agenda, timetable and organization of work**

1. The Executive Board adopted the agenda, timetable and organization of work ([E/ICEF/2022/1](#)).
2. The Secretary of the Executive Board announced that 56 observer delegations, including 2 intergovernmental organizations, 2 international organizations, 7 non-governmental organizations and 4 National Committees for UNICEF, had submitted credentials, in accordance with rule 50.2 of the rules of procedure.

### **B. Opening statements by the President of the Executive Board and the Executive Director of UNICEF**

3. The President welcomed the members and observers of the Executive Board to the first regular session of 2022. He acknowledged the new Executive Director, stating that the Board and Bureau looked forward to accompanying UNICEF in its work for children. He presented his colleagues on the Bureau and thanked the members of the 2021 Bureau for their work.
4. The President said that UNICEF was admired in his country, Costa Rica, where it had provided access to the polio vaccine and other types of support through an increasingly solid cooperation over several decades.
5. In developing the Strategic Plan, 2022–2025, UNICEF had taken a major step forward. A multisectoral and cross-cutting focus would ensure that, in alignment with the 2030 Agenda for Sustainable Development and the Decade of Action, UNICEF would focus on the totality of children's needs through partnerships between the Member States, among other things.
6. Fourteen country/multi-country programmes would be considered during the session, the outcome of joint work with the respective Governments, analysis and on-the-ground learning, and reflective of national ownership. For the first time in several decades, child poverty had increased significantly. One hundred million more children than in 2019 had been deprived of their basic needs. During the discussion of the new programmes, several panellists and UNICEF experts would discuss the role of social protection as a fundamental strategy to reduce poverty.
7. In 2020, UNICEF had allocated almost 91 per cent of its budget to programmes that addressed the rights and the needs of children. Accelerated fundraising efforts were required and digital means had been used to attract additional donors. UNICEF was also using alternative and innovative financing mechanisms, or using existing ones in a new way, to obtain more resources.
8. Ongoing conflicts, the effects of climate change and the coronavirus disease 2019 (COVID-19) pandemic were worsening an extremely serious food crisis in many countries and for millions of families. UNICEF continued to call for increased programme contributions and was working with partners and Member States to ensure urgent, flexible and predictable funding to help to mitigate hunger and famine.
9. As the humanitarian situation in Afghanistan continued to deteriorate, UNICEF had assisted health centres with medical supplies and heating materials for the winter, and supported community-based schools that reached 246,000 children, more than half of them girls. Cash transfers reached 160,000 families in 2022 alone. Given predictions of more than 1 million children in Afghanistan dying of hunger during the

winter, time was of the essence and heroism was required in order to attend to their needs.

10. UNICEF played a leading role in vaccine procurement and supply processes, and provided specialized support in humanitarian and fragile settings. As at 26 January 2022, UNICEF, in cooperation with the Pan American Health Organization, had shipped 1.1 billion COVID-19 vaccine doses to 144 countries. UNICEF had also supported vaccine distribution in 145 countries. The process of coordinating the distribution of the COVID-19 vaccine had become an urgent need, particularly in view of the challenge of reaching 70 per cent coverage by the middle of 2022, as recommended by the World Health Organization (WHO). UNICEF technical capacity at the global and regional levels would be instrumental in leading the process.

11. The President said that he would preside over the Board in a spirit of openness and constructive dialogue. He encouraged continuation of the UNICEF tradition of keeping the rights, well-being and needs of children at the centre of deliberations, and uniting around the goal of achieving meaningful results for all children.

12. The Executive Director thanked the President and members of the Executive Board. She said that she was honoured to join the UNICEF family and was committed to championing the rights and well-being of children. She acknowledged and thanked the previous Executive Director for her leadership during the past four years, particularly in guiding the UNICEF global response to the COVID-19 pandemic.

13. The Executive Director said that for the past seventy-five years, UNICEF had stood for the powerful truth that every child had the right to grow up healthy and strong, be nurtured and protected, and be educated and prepared to contribute to their societies. She affirmed that UNICEF was in an excellent position to deliver on its mission, which was critical because the needs of children were greater than ever before.

14. She noted that the COVID-19 pandemic had amplified the impact of other crises facing children, and that UNICEF had mounted an historic global response to help those in need. Children should not have to bear the cost of the pandemic for the rest of their lives, and should be at the centre of global, national and local response and recovery plans.

15. The Executive Director acknowledged the significant efforts made by the organization over the previous four years to improve educational and economic opportunities for children and young people. She said that she looked forward to working with partners to build on that legacy, and to strengthen support for girls, which had been a focus of her career in public service.

16. The Executive Director said that the UNICEF Strategic Plan, 2022–2025 was a blueprint for achieving sustainable change for children and accelerating progress towards achieving the Sustainable Development Goals. The goals of the Strategic Plan would require bold thinking and action, as well as better coordination and cooperation across the United Nations and with partners, including the National Committees for UNICEF.

17. She emphasized the importance of exploring new funding streams and working more closely with partners in every sector to mobilize resources for children. She said that while the financial outlook of UNICEF was very strong, core resources should be increased because they were essential to helping the organization adapt to rapidly changing circumstances and needs.

18. The Executive Director paid tribute to UNICEF staff, whom she said would be critical in helping the organization achieve the goals of the Strategic Plan. She

committed to ensuring that UNICEF staff had the support they needed to deliver for the world's children. She also reiterated her support for continuing efforts to transform the organizational culture of UNICEF. She said that she would soon begin visiting UNICEF country offices.

19. The Executive Director concluded by thanking the members of the Executive Board for their guidance and their commitment to children. She said that she looked forward to meeting with members individually, learning from them, and working with them to help make the world more worthy of its children.

20. The President opened the floor to general statements.

21. Delegations congratulated the Executive Director on her appointment and extended a warm welcome to the UNICEF family as she began her new role. They looked forward to working together with her, and assured her of their support and engagement as she began her important role, particularly during the current challenging times for children around the world. Delegations also thanked the previous Executive Director for her inspiring leadership throughout the years and commended her for her service and tireless efforts to bring transformative change to the lives of children everywhere.

22. Delegations underscored that the Executive Director was joining UNICEF at a time when millions of children globally were still affected by the impact of the COVID-19 pandemic, by climate change and by an historic number of protracted crises, which threatened to reverse decades of development and humanitarian progress. Several delegations commended the UNICEF response to the pandemic, with one highlighting that UNICEF had stayed and delivered for every child during the challenging and unprecedented circumstances presented by the pandemic. Another delegation said that the response to contain, mitigate and overcome the pandemic and its consequences necessitated dealing with pre-existing inequalities and should include an increase in international cooperation. The delegation expressed confidence that the work of UNICEF would advance towards promoting multidimensional, coordinated steps that focused on the most vulnerable sectors and on those who had been forgotten.

23. Several delegations acknowledged UNICEF for its leadership role and continued focus on enabling equitable access to vaccines, including through joint efforts with other partners to establish the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure. The delegations expressed support for the creation of the Assistant Secretary-General position in UNICEF, with many recognizing the organization's unmatched experience and expertise, including its broad footprint across countries and its ability to access hard-to-reach populations.

24. A delegation noted that in Africa, COVID-19 vaccine supply continued to be a pressing issue, with only 11 per cent of the population vaccinated, while administering vaccines had become a challenge, with only 64 per cent of the total vaccine supply administered to date. Enhancing vaccine infrastructure in Africa should be a strategic focus area because investments in vaccine infrastructure could have a positive effect in the enhancement of structural health facilities. Another delegation emphasized that the role of UNICEF in scaling up the distribution of COVID-19 vaccines should not impact regular services, and that signature programmes for children, especially the routine immunization programme, should continue with the same scale and urgency.

25. Efforts by UNICEF to ensure the safe return to schools for all children and young people as the world recovered from the COVID-19 pandemic were highlighted by several delegations. A delegation underlined that the children in the countries of the Global South had been the hardest hit due to the lack of access to online education

and distance learning platforms. Another delegation underscored that education remained a prerequisite to realize the Sustainable Development Goals and that the pandemic had revealed a fundamental digital divide between countries, with those countries that lacked information and communication technology infrastructure being left further behind. No time should be wasted in enhancing digital connectivity to improve the education of children, and well-coordinated efforts to respond to the health and socioeconomic impacts of COVID-19 must be the priority to get the progress towards achieving the Sustainable Development Goals back on track and ensure learning continuity. Another delegation said that smart investments were needed in education technology to close the digital divide and leapfrog infrastructure deficits in schools.

26. A delegation emphasized that the disruption in education and the widening gap among countries to education access as a result of the pandemic was affecting girls in particular, as they were usually the first to be forced out of school and in many instances forcibly married. Several other delegations also noted that as schools reopened, special attention should be paid to the well-being of children, particularly adolescent girls, who had been disproportionately impacted by the pandemic.

27. The Strategic Plan, 2022–2025 was welcomed by delegations as a road map to guide the work of UNICEF in further improving the lives of children. In implementing the Strategic Plan, delegations said that UNICEF must take into account the need to address major challenges such as nutrition, eradicating poverty, access to primary health care, children’s vaccinations, sexual and reproductive health services, access to education, digital inclusion, eradicating child labour, addressing climate change, the long-term impact of the COVID-19 pandemic on the physical and psychological health of boys and girls, and gender-based violence that affected girls throughout the world. Two delegations highlighted the importance of addressing the needs of boys and girls who were victims of armed conflicts, with one delegation emphasizing the need to promote an integration process that provided repair and was oriented towards the future. Delegations also urged UNICEF and Member States to further prioritize protection from sexual harassment, exploitation and abuse, and to continue to enhance accountability and emphasize a victim- and survivor-centred approach.

28. A delegation encouraged UNICEF to closely align the implementation of the Strategic Plan with the situation of programme countries, respecting their ownership and supporting their priority areas to further assist them in achieving inclusive post-pandemic recovery, implementing the 2030 Agenda for Sustainable Development and achieving the Sustainable Development Goals. Another delegation highlighted that the Strategic Plan gave voice to more than 200,000 children and young people all over the world who had been consulted during its creation. Two delegations expressed support for the participation of young people in decision-making and as agents of change, and acknowledged the impact of their efforts, especially related to climate.

29. A group of delegations underlined that the new strategic plans of the four funds and programmes provided each agency with a blueprint to contribute to a stronger and more impactful United Nations development system and to lead efforts to deliver system-wide results for greater coherence, efficiency and effectiveness in contributing to the realization of the 2030 Agenda. The group said that it looked forward to learning how UNICEF would report in a more harmonized manner on results jointly achieved with entities in the United Nations development system based on common and complementary indicators, as requested in Executive Board decision 2021/14. The group was ready to provide support in that process and also hoped that the indicators would demonstrate continued progress in implementing joint and collaborative programming at country levels. Another delegation encouraged a recommitment to

effective multilateral development, in alignment with the United Nations development system and the strategic plans.

30. Noting the achievements made by UNICEF with regard to private fundraising and partnerships, a delegation expressed hope that the organization would implement its workplan for the fulfilment of its fundraising goals. The delegation also noted efforts made by UNICEF in the area of internal management, and highlighted the positive recognition from the Board of Auditors. The delegation hoped that UNICEF would effectively implement recommendations contained in the auditor report, as well as continue to optimize its workflow and make its work more effective and efficient at the organizational level.

31. The Executive Director thanked the delegations for their helpful and instructive comments, and emphasized that she appreciated their engagement and their commitment to the well-being of children worldwide. She said that she had paid close attention and taken notes on all of the comments that had been made. She expressed appreciation for the warm welcome and reiterated that she looked forward to meeting everybody in person.

### **C. Election of officers of the Executive Board**

32. The Executive Board elected as President the Permanent Representative of Costa Rica to the United Nations, Rodrigo A. Carazo, and as Vice-Presidents: the Permanent Representatives to the United Nations of Slovakia, Michal Mlynár; Lebanon, Amal Mudallali; and Ethiopia, Taye Atske Selassie Amde; and the Deputy Permanent Representative to the United Nations of Denmark, Marie-Louise Koch Wegter.

## **II. Deliberations of the Executive Board**

### **A. UNICEF programme cooperation**

#### **(a) Country programme documents**

33. The country/multi-country programme documents for Belize, Eastern Caribbean Area, El Salvador, Greece, Guinea-Bissau, Guyana and Suriname, Honduras, Jamaica, Malaysia, Maldives, Mozambique, Peru, Thailand and Viet Nam were considered by the Board. In his introductory remarks, the Director, Programme Group, shared the focus of the session and highlighted the urgency of prioritizing children, particularly those living in poverty and exclusion, in collective efforts towards an inclusive and sustainable recovery from the pandemic. He stressed the need for social protection to remain a strategic pillar of investment, particularly essential to preventing future crises.

34. The Director, Social Policy and Social Protection, then gave a presentation highlighting the critical contribution and lead role of UNICEF in scaling up social protection, child poverty reduction and leveraging public finance for children.

35. Following was a brief video highlighting UNICEF work to combat child poverty in more than 140 countries, and lead role in social protection systems and public finance for children. This was followed by two panel discussions involving speakers from Government,<sup>1</sup> the United Nations system, intergovernmental and non-governmental organizations and youth, and reflecting the countries presenting programmes to the Board. Around the theme of reducing child poverty through policy and programme, the panellists detailed their experiences across different contexts in

---

<sup>1</sup> Among the panellists were six government ministers.

reducing child poverty, leveraging financing for children and scaling up inclusive and shock-responsive social protection systems, and the critical role UNICEF had played and continued to play in supporting those critical efforts.

36. The representatives of the country/multi-country programme document-presenting countries expressed their appreciation for the cooperation with UNICEF, many of them commending the consultative process used in developing the draft documents and noting that the documents aligned with national priorities. Several representatives expressed their commitment to strengthening social protection, thus reducing child poverty and improving child well-being, and acknowledged efforts by Governments, UNICEF and other development partners.

37. The Executive Board adopted decision 2022/1 on a no-objection basis (see annex).

**(b) Extensions of ongoing country programmes**

38. The President stated that in accordance with Executive Board decision 2009/11, the Board had been informed of the first two-month extensions of the country programmes for the Plurinational State of Bolivia, Costa Rica and the Dominican Republic; and the 10-month extension of the country programme for Morocco, following a two-month extension.

39. The Executive Board was requested to approve the 11-month extension of the country programme for Afghanistan, following a two-year extension and a three-month extension; the one-year extension of the country programme for Algeria, following a one-year extension and a two-month extension; and the six-month extension of the country programme for the Syrian Arab Republic, following two previous one-year extensions; a nine-month extension; a three-month extension; a two-month extension; a four-month extension; and an eight-month extension.

40. The Executive Board adopted decision 2022/2 (see annex).

**B. Oral report on UNICEF follow-up to the recommendations and decisions of the forty-seventh and forty-eighth Joint United Nations Programme on HIV/AIDS Programme Coordinating Board**

41. The Associate Director, HIV/AIDS, Programme Group, presented the oral report.

42. Several delegations acknowledged UNICEF contributions to the Global AIDS Strategy, 2021–2026 and welcomed the resultant increased focus on children.

43. A delegation commended UNICEF for continuing HIV programming during the COVID-19 pandemic. It said that with the support of the Global Fund to Fight AIDS, Tuberculosis and Malaria, UNICEF and other partners, the country had achieved positive results, including halving the number of AIDS-related deaths since 2010.

44. Another delegation welcomed UNICEF commitment to advocate for coherence and institutional youth-led responses across prevention, treatment and care, all critical to meeting the objectives of the Global AIDS Strategy. It said that HIV prevention and treatment programmes that did not recognize the diversity of populations and their unique needs would not successfully curb the spread of HIV.

45. A group of delegations urged increased investments to support the health and well-being of adolescent girls and young women, emphasized the need for violence prevention and urged scale-up of combination prevention packages. It welcomed the toolkit developed by UNICEF in support of country work and the report's focus on



the importance of resilient, high-quality health systems. The group urged greater integration of HIV into universal health coverage, and health and social protection programmes at country level, and that such programmes embed a human rights approach. The group recommended that UNICEF ensure that sufficient financial and human resources were allocated to implement its responsibilities in the UNAIDS Unified Budget, Results and Accountability Framework and requested an update at the following Board session.

46. A delegation urged enhanced inter-agency cooperation at the country level, particularly regarding preventive measures. The delegation sought information on how UNICEF worked internally to integrate work on adolescents in all programme areas, and how adolescent HIV prevention was integrated in areas such as mental health, education, child protection and social protection. It asked how UNICEF intended to enhance a multisectoral approach in terms of adolescent health generally, and on HIV prevention in adolescent girls and young women specifically.

### **C. UNICEF humanitarian action**

#### **(a) Update on UNICEF humanitarian action**

47. The item was introduced by the Deputy Executive Director, Programmes, and presented by the Director, Office of Emergency Programmes.

48. Several delegations underscored that the report “Strengthening UNICEF’s humanitarian action, The Humanitarian Review: findings and recommendations” was an important element in fulfilling the mission of UNICEF to support children in humanitarian crises, and they commended the transparent approach to the review process and the implementation of the change it recommended. Welcoming the presentation on the Humanitarian Review, a group of delegations called on UNICEF to regularly update the Executive Board on its progress. In carrying out the recommendations, UNICEF was encouraged to systematically implement accountability to affected populations throughout humanitarian programmes; include more information on expected efficiency gains and savings; and provide greater clarity regarding reforms pertaining to data collection and analysis, as well as its role in strengthening humanitarian system reform. Furthermore, the group said it would welcome a progress report and status matrix on the 70 recommendations and the results achieved, since the update noted that only 50 per cent were under way.

49. Two delegations asked for further information on plans to address key challenges outlined in the Humanitarian Review, including the cultural shift that was needed on how UNICEF and its staff perceived humanitarian action. The Director, Office of Emergency Programmes, emphasized a clear commitment from leadership in the organization in recognition that humanitarian needs were increasing, with children in the middle of those crises. It was understood that it was imperative for UNICEF to be a leader in humanitarian action for children. UNICEF responded to more than 300 crises per year, and that figure was even higher for 2021 due to the COVID-19 pandemic. Humanitarian action was an integral part of UNICEF, as more than 50 per cent of UNICEF annual expenditure in the field was humanitarian in nature, and there was certainly a willingness and eagerness from senior staff and representatives to engage in principled humanitarian action and to obtain greater knowledge and understanding of how to manage the humanitarian space.

50. Commending UNICEF for its meaningful contribution to deliver humanitarian assistance, another delegation said that urgent mobilization of funding and resources remained critical to prevent child deaths. As the world grappled with multiple threats posed by conflict, climate change and the COVID-19 pandemic, fair and equitable distribution of vaccines must remain the priority. Decisive actions to overcome the

hardships being faced were needed for a better recovery and a more sustainable world for present and future generations.

51. A delegation noted the important steps that UNICEF had taken in 2020 to prevent sexual exploitation and abuse in humanitarian settings, and thanked UNICEF for its work on addressing the allegations of sexual exploitation and abuse in the Democratic Republic of the Congo. UNICEF was encouraged to continue improving the quality of its humanitarian response by ensuring that adequate humanitarian resources and capacity-building were in place in all responses, and to articulate priorities for the additional funding sought to implement the recommendations of the Humanitarian Review. Using examples from Afghanistan and Yemen, the Deputy Executive Director, Programmes, highlighted the preparedness funding challenges while noting that UNICEF continued to learn and improve from every emergency, applying new knowledge to the next emergency.

52. A representative of the ChildFund Alliance emphasized that while 2022 posed immense challenges to the safety and well-being of children and their families worldwide, and particularly in Afghanistan, children and their protection must remain at the heart of all humanitarian action, and everybody had a role to play in the protection of children.

**(b) Establishment of an Assistant Secretary-General position in UNICEF to head the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure**

53. The item was presented by the Associate Director, Health, Immunization, Programme Group. By the fourth quarter of 2021, the supply of COVID-19 vaccines had surpassed absorption capacity in many countries due to a host of global and in-country delivery challenges. Globally, insufficient funding was a critical issue affecting vaccine delivery, with estimates showing almost \$3.5 billion needed to reach the goal of 70 per cent global COVID-19 vaccination coverage by mid-2022. A funding gap of \$1.9 billion remained, and global-level coordination was lacking.

54. The Assistant Secretary-General would lead a senior inter-agency team to pivot the global COVID-19 vaccine efforts to focus on delivery and country support, working with Heads of State and global stakeholders over a two-year period to secure the political commitment and funding needed to get vaccines into arms. The post would be funded by other resources already mobilized for the roll-out of the COVID-19 vaccine.

55. A delegation said that the proposal required an emergency decision, given the millions of lives at risk. The already functioning coordination structure would benefit from UNICEF leadership.

56. A group of delegations expressed appreciation that the post would also report to WHO and regularly update the Gavi, the Vaccine Alliance Board COVID-19 vaccination delivery support steering committee. The group cautioned that an inflation in the number of permanent Assistant Secretary-General positions could pressure the UNICEF budget, and thus expressed its support for a time-bound post for two years, funded from resources specifically contributed to address the pandemic.

57. A delegation welcomed the establishment of the temporary steering committee of the Gavi Board, and shared its expectation that the new coordination structure at UNICEF would work closely with the committee to coordinate on strategic decision-making and resource allocation. The delegation also noted its appreciation to UNICEF Supply Division, which had delivered more than 200 million doses of vaccines donated by the country.

58. Another delegation expressed appreciation to UNICEF for fully communicating with the members of the Board on the creation of the post and listening to their views.

The delegation hoped that the members would be informed of progress in the selection and appointment process for the position.

59. The Deputy Executive Director, Programmes, said that the following months would be critical. He confirmed that the position would be time-bound and funded from COVID-19 resources. UNICEF would keep the Board informed throughout the process, including by organizing a briefing by the Assistant Secretary-General.

60. The Executive Board adopted decision 2022/3 (see annex).

#### **D. Joint evaluability assessment of the Global Action Plan for Healthy Lives and Well-being for All, and management response**

61. The Director of Evaluation presented the joint evaluability assessment of the Global Action Plan for Healthy Lives and Well-being for All ([E/ICEF/2022/4](#)), followed by the Director, Health, Programme Group, who presented the management response ([E/ICEF/2022/5](#)). Dr. Peter Singer, Special Adviser to the World Health Organization Director-General and Senior Lead of the Sustainable Development Goal 3 Global Action Plan secretariat, was present and available as needed.

62. Delegations welcomed the assessment and the update on progress made in implementing the assessment's recommendations. A delegation expressed appreciation for the opportunity to revisit and clarify the objectives and operational model of the Global Action Plan in light of COVID-19, and to strengthen its monitoring and evaluation framework. In the current pandemic context, improved coordination and concerted action among global health and development partners had never been more critical than it was now, and by better streamlining their investments, Global Action Plan partners could play a critical role in helping countries build stronger and more resilient health systems and health emergency preparedness capacities. For its part, UNICEF was well positioned to play a key role in advancing the Global Action Plan objectives, given its wide-ranging support to countries as well as the vital role it played in the ongoing global COVID-19 pandemic response.

63. A delegation noted that the assessment's findings underlined the value of early evaluability assessments with regard to improving coordination, results orientation, and monitoring and accountability of multi-agency programmes and action plans. UNICEF was encouraged to continue promoting and participating in joint evaluations of multi-agency engagements as envisioned in its plan for global evaluations, 2022–2025, and to share the results of such assessment findings broadly within the United Nations system, including with the Executive Board. The Director, Health, Programme Group, underlined that to achieve the Sustainable Development Goals, UNICEF and the other United Nations agencies, together with civil society, Governments and other multilateral organizations, would continue to play an important role in joint programming and coordination to ensure that countries were pursuing their goals towards accomplishing the health-related targets. No single entity on its own could ensure that a Sustainable Development Goal would be achieved because the Goals were very much interlinked.

64. On behalf of WHO, the Special Adviser to the WHO Director-General congratulated and welcomed the Executive Director and noted that the agenda item had been well situated in her opening remarks, when she had spoken of coordination and cooperation within the multilateral system to accelerate progress on the Sustainable Development Goals. The Special Adviser emphasized that a collaboration structure had been built, and that the Global Action Plan was a platform to understand, analyse and improve collaboration in a multilateral system to better jointly support countries to accelerate progress on the Goals. He noted the importance of optimizing

and managing the incentives for collaboration among multilateral agencies, such as joint funding and monitoring programmes.

65. A representative of the NGO Committee on UNICEF noted appreciation for the efforts that had been put into developing the new Strategic Plan, despite the difficult climate posed by the COVID-19 pandemic, and welcomed the initiatives outlined in the five focus areas, underpinned by the Sustainable Development Goals.

66. The Executive Board adopted decision 2022/4 (see annex).

## **E. Plan for global evaluations, 2022–2025**

67. The Director of Evaluation presented the document ([E/ICEF/2022/3](#)), which had been prepared in accordance with the revised UNICEF evaluation policy and relevant Executive Board decisions.

68. A group of delegations welcomed the plan for global evaluations, 2022–2025, and said that it was an important tool for organizational learning, accountability and development. The group expressed appreciation for the increase in evaluations related to humanitarian action, as well as the integration of gender and humanitarian lenses into all evaluations. In response to a question by the group and two other delegations about how such integration would translate into results on the ground, the Director of Evaluation said that it could be done at the country and regional levels as well as the global level, incorporating a lens that looked at scenarios that were not currently in emergencies and whether adequate preparedness was already in place. In terms of gender, he said that it was necessary to examine the extent that UNICEF programmes were meaningfully incorporating a gender lens, instead of just disaggregating data.

69. The group of delegations commended efforts by UNICEF to set up different funding mechanisms, such as the impact catalyst fund or the continued use of the Evaluation Pooled Funds, to facilitate the numerous activities mentioned in the workplan. However, the group expressed concern that those instruments had not been provided with the means required in the proposed budget. Another concern was that the expenditures for evaluation did not meet the established target of 1 per cent of programme expenditures. The Director of Evaluation said that the plan presented an indicative budget. The Deputy Executive Director, Management, added that UNICEF was committed to meeting the target and that internal discussions were being held to see how that could best be done. Going forward, there was also hope of increasing investment regarding efforts at the inter-agency level from an evaluation angle.

70. A delegation commended UNICEF for its continued engagement in the ongoing development of the United Nations system-wide evaluation function and its commitment to continue developing evaluation partnerships with non-United Nations partners. The delegation hoped that UNICEF would succeed in mobilizing the necessary funds for putting in place such an ambitious programme, considering that a large part of the planned evaluations was to be funded by other resources. Another delegation underlined the importance of ensuring that questions on integrating cross-cutting issues were included in all evaluation topics. UNICEF was encouraged to examine how the plan could shed light on the organization's mainstreaming of gender equality, human rights, climate change and other relevant issues across all types of programming.

71. A delegation commended the increased focus on supporting national evaluation capacity development and the ability of UNICEF to conduct evaluations at the decentralized level. A question was asked regarding the initial thinking of the Evaluation Office in enhancing national capacity. The Director of Evaluation responded that, as noted in the plan for global evaluations, it was important for UNICEF to link efforts with counterparts in other agencies to boost the ability of

Governments to engage in the generation and analysis of evidence around their own work towards the Sustainable Development Goals.

72. The Executive Board adopted decision 2022/5 (see annex).

**F. Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority**

73. The Deputy Executive Director, Management, introduced the update (E/ICEF/2022/6), followed by the Senior Adviser, Child Safeguarding and the Principal Adviser, Organizational Culture, who presented an overview.

74. Several delegations commended UNICEF for its work in those areas. During the general statements, a delegation urged UNICEF to consider the specific challenges and needs of children born of sexual violence in conflict in its policies and programmes. Another delegation underscored the importance of prompt investigations and sanctions for all allegations of sexual misconduct, and the provision of assistance to victims.

75. A group of delegations expressed its gratitude to UNICEF for its leadership. It outlined four areas deemed to be at the core of each agency's efforts. In terms of leadership, the group was encouraged by the inclusion of new indicators in the Strategic Plan and applauded the PulseCheck initiative. The group requested that headquarters action plans on sexual exploitation and abuse be shared with the Board, and asked how UNICEF ensured that all country offices gave sufficient attention to the issue. The Senior Adviser, Child Safeguarding, explained that this was done through country-level reporting on prevention of sexual exploitation and abuse indicators, United Nations country team action plans and performance management.

76. The group stressed the importance of ensuring adequate resource allocation, and asked how UNICEF measured leadership performance on prevention of sexual exploitation and abuse in terms of indicators similar to those used by the United Nations Development Programme. It encouraged continued efforts to ensure that staff and leadership understood their responsibilities, and implementation of the recommendations from the Task Team on Anti-Racism and Discrimination. The group said it would welcome details on how the prevention of sexual exploitation and abuse coordinators engage across the United Nations system at country level. The group was pleased that almost all civil society implementing partners had been assessed and asked what obstacles had been encountered and to what extent UNICEF shared its knowledge and experience with other agencies. The group underlined the importance of prompt reporting of all allegations of sexual exploitation and abuse, and the need for timely and thorough survivor and victim-centred investigations, with updates provided to Member States. The Senior Adviser, Child Safeguarding, clarified that a common Inter-Agency Standing Committee job description was typically used for the coordinators, and that they worked with United Nations teams, prevention of sexual exploitation and abuse networks and senior officials in country. With regard to its implementing partners, UNICEF had experienced significant challenges raising capacity but there was agreement on a common architecture and tool for risk assessment shared through the UN Partner Portal.

77. A delegation expressed appreciation for the work done to strengthen protection against sexual exploitation and abuse and sexual harassment and noted UNICEF leadership in the Inter-Agency Standing Committee. The delegation encouraged UNICEF to address gender imbalances within the workforce. It looked forward to

learning about plans to increase female staff and to sustained momentum and a long-term commitment by UNICEF to build more supportive workplaces and strengthen accountability mechanisms. It encouraged UNICEF to ensure that country offices and implementing partners had the training and capacity to confront sexual exploitation and abuse.

78. Another delegation asked about the work being done to facilitate reporting, and how UNICEF would accelerate preventive work, strengthen work to curb sexual exploitation and abuse in the humanitarian context, and tackle heightened risks in light of the COVID-19 pandemic.

79. The Deputy Executive Director, Management, said that UNICEF continued to prioritize gender parity, including through family-friendly policies and finding more flexible ways of operating while maintaining a strong country-level presence to deliver results for children. Institutionalization of preventing sexual exploitation and abuse required a holistic programming approach that should consider issues such as gender-based violence, education and a livelihoods approach. This would require agencies coming together with Governments and non-governmental organizations, as well as resources and a long-term commitment. UNICEF had made significant investments in the prevention of sexual exploitation and abuse, including through increased capacity, but additional progress would also require collaboration between the humanitarian and development community and additional dedicated core resources.

80. The Executive Board adopted decision 2022/6 (see annex).

## **G. UNICEF financial report and audited financial statements for the year ended 31 December 2020 and report of the Board of Auditors, and management response**

81. The Director of External Audit, Chile, representing the United Nations Board of Auditors, presented the report of the Board of Auditors. The Deputy Executive Director, Management, introduced the UNICEF financial report and audited financial statements for the year ended 31 December 2020 and management response to the report of the Board of Auditors ([A/76/5/Add.3](#)). The Comptroller and Director, Division of Financial and Administrative Management, presented the financial report and audited financial statements as well as the management response to the report of the Board of Auditors ([E/ICEF/2022/AB/L.2](#)).

82. Several delegations expressed appreciation for the efforts and work of the Board of Auditors in drafting the unqualified audit opinion. A delegation welcomed the first statement on internal controls by UNICEF management for all operations for 2020. Recognizing the steps taken by UNICEF to strengthen the financial and management control of its operations, the delegation noted that additional improvements could be made in areas including programme management, human resources, budget management, and management of implementing partners.

83. Three delegations said that UNICEF should take the necessary measures to implement the remaining recommendations of the Board of Auditors, particularly those that had been reported as outstanding in previous years. A delegation noted that UNICEF had already implemented 72 outstanding recommendations that had been open at the beginning of financial year 2020.

84. A delegation welcomed the recommendation that UNICEF should finalize regulatory procedures for cash transfers made directly to beneficiaries so that clear instructions were in place for accurate financial reporting of cash transfer programmes. Another delegation asked if UNICEF had managed to finalize that

procedure. The Comptroller noted that UNICEF had carried out the annual forecasting processes for strategic supplies and was currently reviewing the forecasting procedures. Robust mechanisms were in place to ensure uninterrupted programme supplies to countries and to address any unforeseen variations that occurred over time. The Comptroller also confirmed that the regulatory procedure for cash transfers had been finalized and rolled out last year.

85. Two delegations questioned the number of recommendations from the Board of Auditors, which totalled 22 in 2020, compared with 55 in 2019. The Director of External Audit said that the number of recommendations varied depending on how the observations and feedback were categorized, and could increase in future years as the auditors designed more specific tests. The Comptroller added that historically, the number of recommendations ranged between 20 and 30, with one recommendation, at times, having several subsections. If a single subsection remained open, the whole recommendation would be considered open. That approach hampered the ability of UNICEF to fully close the recommendation and show progress. It had been agreed with the previous auditors to split them into separate recommendations so that individual progress could be recognized, but for financial year 2020, the Board of Auditors had broader recommendations that had not been individually listed. UNICEF was making efforts to implement additional recommendations that would be reviewed during the final audit in April.

86. Two delegations noted the collaborative and proactive approach to fraud awareness training. A delegation expressed support for the commitment by UNICEF to take measures towards implementing partners involved in fraudulent activities by recovering losses and barring such partners from future partnerships with UNICEF and other United Nations entities. In response to a question from the delegation requesting further information about the measures taken by UNICEF, the Comptroller highlighted that UNICEF collaborated with the United Nations system using the UN Partner Portal to enhance partnership integrity, and conducted joint trainings.

87. The Executive Board adopted decision 2022/7 (see annex).

## **H. Private Fundraising and Partnerships: 2022 workplan and proposed budget**

88. The Deputy Executive Director, Partnerships ad interim, introduced the item, followed by the Director, Private Fundraising and Partnerships, who presented the workplan and budget (E/ICEF/2022/AB/L.1), which was accompanied by an update on the strategic approach to alternative/innovative finance (UNICEF/2022/EB/5) and an update on the World Bank instrument to facilitate sustained investment in private sector fundraising (UNICEF/2022/EB/6).

89. A group of delegations welcomed the workplan's emphasis on non-financial resources to be leveraged from businesses and the influencing of business practices based on the Child Rights Agenda. It sought more information about the results expected from engagements to influence private sector business practices, and the role of the country offices and the National Committees. It welcomed information on the development of country office fundraising capacities, revenue and planned investments, and details on the expected long-term impact of such investments, particularly on regular resource revenue. The Director, Private Fundraising and Partnerships, said that UNICEF engaged with the private sector on how to integrate a child-sensitive lens in business practices and supply chains. The World Bank instrument had allowed UNICEF to inject \$50 million in investments in emerging markets so that country offices could accelerate their private fundraising activities, potentially generating future regular resources. A sales force-based digital platform

was being rolled out in several country offices, helping to ensure data protection for individual donors.

90. The group looked forward to hearing, during the annual session, about results and challenges from the first year of the World Bank instrument and to learning when an evaluation would be undertaken and its results presented to the Board. The Comptroller and Director, Division of Financial and Administrative Management, reported that within six months UNICEF had met the triggers related to the instrument, which meant that the investment had yielded a performance target result, and had paid the interest.

91. On alternative/innovative finance, the group said that National Committees should help to inform the UNICEF approach, and asked for information on risk mitigation strategies, UNICEF current skills and capacities, and the role of the newly established Innovative Finance Hub as a new unit of the global Office of Innovation. The Comptroller clarified that the category alternative/innovative finance included several instruments considered to be non-traditional, but that most of those initiatives would not result in debt to UNICEF. The organization was in the process of seeking approval from the General Assembly only for those aspects of alternative/innovative financing that would entail liability to UNICEF. Without such approval, UNICEF could not take advantage of concessional borrowing – even if offered at minimal or no interest. The Director, Private Fundraising and Partnerships, said that the National Committees were critical to strategies around alternative/innovative finance, and that UNICEF worked in this area with its sister United Nations agencies – like the United Nations Development Programme through a flagship innovative finance initiative – and with joint funds like the SDG Fund. The Director, Office of Innovation, said that the Innovative Finance Hub would help UNICEF to understand how to catalyse more focus from financial markets towards helping to finance children’s impact; create frameworks of social impact benchmarking for children stemming from social impact investment; and ideally work with an existing social impact fund around establishing new initiatives, such as a possible global first private equity fund. The unit would work on a range of alternative financing products, and would seek to connect with new communities or with those not yet fully reached, so that they could become champions for children.

92. The group strongly encouraged UNICEF to share best practices and lessons learned on alternative/innovative finance with its sister United Nations agencies, and to improve coordination among the various instruments. The Director, Public Partnerships Division, said that the United Nations Sustainable Development Group Task Team on SDGs financing, to which UNICEF had been contributing, was an established mechanism to share good practices on cutting-edge financing activities. The group looked forward to the innovative financing for children global vision and strategy and the investment strategy, and welcomed information on the timeline for their presentation to the Board.

93. The Chair of the Standing Group of National Committees said that since 2016, the National Committees for UNICEF had been a significant source of regular resources to UNICEF. The Committees were 10 of the top 20 regular resource donors. They were expected to break financial records in 2021, generating more than \$1.7 billion of the net total private sector income of \$2.1 billion. Beyond their financial contributions, the role of the Committees included the development of audience-centric strategies and innovations. The Chair encouraged more cross-fertilization and seamless exchanges among staff that could strengthen functions globally. She proposed that a special session on the work of the Committees be organized during the next in-person Executive Board session.



94. A delegation encouraged UNICEF to grow private sector revenue in 2022, and urged the organization to continue efforts to attract regular resource contributions. Noting that revenue in 2021 was above the budgeted amount, the delegation applauded the conservative approach to budgeting and projections. It encouraged UNICEF to coordinate efforts to expand private sector partnerships with other United Nations agencies and private sector engagement platforms, and to adapt its value proposition in order to expand its private sector donor base. The delegation commended the successful launch of the World Bank financial instrument and looked forward to an update on year-end results in 2023. The Director, Private Fundraising and Partnerships, pointed to the trend of increasingly earmarked funding, which was a natural impact of emergencies. It remained critical for UNICEF to invest in private sector fundraising and individual giving to maintain a healthy balance of earmarked and unearmarked (regular resources) funding. Regarding budgeting and forecasts, the UNICEF teams maintained aspirational targets but based their planning on realistic forecasts.

95. The Executive Board adopted decision 2022/8 (see annex).

## **I. Report of the visit of the UNICEF Executive Board**

96. The report of the visit to UNICEF Supply Division, Copenhagen, by members of the UNICEF Executive Board, 9–11 November 2021 (UNICEF/2022/EB/4), was presented by the Deputy Permanent Representative of the Republic of Korea to the United Nations. Prior to the presentation, the President introduced a video that highlighted the visit.

97. The Deputy Permanent Representative of Denmark to the United Nations and Vice-President (Western European and Others Group-Denmark) of the Bureau, said that her country was honoured to have had the opportunity to welcome the Executive Board to Copenhagen and pleased that a substantial programme had been put in place despite the COVID-19 pandemic. She extended an open invitation to the Executive Director to visit Copenhagen and the Supply Division.

98. A delegation noted the value in members of the Board conducting such visits and expressed support for the observations and conclusions in the report. The Supply Division was thanked for its response to the pandemic and for delivering some 1 billion vaccines in more than 140 countries. The division was applauded for its support to local markets and continued contributions through the COVID-19 Vaccines Global Access (COVAX) Facility, as well as for continuing to work with UNICEF country offices and Governments to ensure that life-saving routine vaccinations for children remained a priority.

99. The delegation commended the Supply Division for sustaining its support for ready-to-use therapeutic food supply chains, and in particular for its efforts to strengthen local supply chain management capacities. UNICEF was encouraged to remain diligent in the areas of food safety as well as regarding the financial stability and standing of producers of ready-to-use therapeutic food. The delegation strongly encouraged UNICEF to have sufficient and adequate internal audit controls in place before awarding contracts. In addition, the delegation welcomed the continued efforts made by the Division to use sustainable materials and packaging and technological innovations for enhancing energy efficiency and reducing waste.

100. The Director, Supply Division, thanked the Board delegation for its engagement and interest during the visit, as well as for its feedback. Addressing the comments about ready-to-use therapeutic food, she emphasized that quality was one of the most important components of such food. She noted the importance of due diligence in contracting and in terms of the quality of products that were being put forward,

particularly with regard to the raw materials used during production. The Deputy Executive Director, Field Results and Innovation, thanked the Government of Denmark for its support and the Supply Division staff and management in Copenhagen for their efforts during the visit.

101. The President emphasized that UNICEF had an important task ahead this year given the objective to convert vaccines into vaccinations for 70 per cent of the world's population.

## **J. Other matters**

### **Provisional list of agenda items for the 2022 annual session**

102. The provisional list was presented by the Secretary of the Executive Board.

## **K. Adoption of draft decisions**

103. The Executive Board adopted decisions 2022/1 through 2022/8 (see annex).

104. A group of delegations said that it was pleased that the Executive Board had taken the decision to establish the important position of Assistant Secretary-General in UNICEF, but that it was disappointed that the Executive Board had not been able to reach consensus during the informal consultation on draft decisions and the decision had been put under silent procedure. That had rarely happened in the history of the Executive Board, and the group would be concerned if it became the new precedent. Noting that the coordination structure was an excellent example of how the United Nations had managed to pull together as one, the group expressed concern that the deliberations around the decision would send the wrong signal to UNICEF and the rest of the United Nations about Member State support for such types of coordination structures.

105. The group acknowledged that as part of the UNICEF family, the Executive Board represented many different views, cultures and backgrounds, but that, like a family, it usually overcame those differences to live up to its responsibility to UNICEF for the benefit of children and adolescents globally. The group thanked all delegations for showing flexibility, which it said would allow UNICEF to do what it did best: deliver for all children in need.

106. A delegation thanked all of the other delegations for the constructive discussion and exchange of views during the informal consultations on the draft decisions before the Executive Board, as well as the coordinator of the draft decisions and the President for their efforts to help bridge the differences regarding the items on the agenda. The delegation expressed unequivocal support for the creation of an Assistant Secretary-General position in UNICEF to head the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure, which he said could bring a much-needed focus to the delivery of COVID-19 vaccines and lead to progress in their administration. Noting that the differences of opinions among Board members were healthy and should be encouraged, the delegation expressed regret that there had been some inconsistencies regarding the establishment of the post.

## **L. Closing statements by the Executive Director of UNICEF and the President of the Executive Board**

107. The Executive Director thanked the President, the Bureau and the Executive Board for their support for UNICEF and for warmly welcoming her to her first session of the Board. She said that their continued engagement was vital as the organization tackled the many challenges facing the world's children. She also noted that she

looked forward to working with the Board and UNICEF partners to implement the new Strategic Plan and to report on progress and monitor achievements.

108. She said that while UNICEF was in an excellent position to deliver on its mission, it would need to use every tool and advantage at its disposal to help the millions of children at risk today. Several important steps had been taken during the session that would help children along the path to recovery from the consequences of the COVID-19 pandemic and the many other crises affecting them.

109. The Executive Director welcomed the Board's endorsement of 14 new country/multi-country programmes that were built through strong collaboration with national Governments to yield real results for children in humanitarian and development settings. She noted the essential role that UNICEF continued to play in the COVID-19 pandemic response and said that the organization would continue to advocate for children to be at the centre of global, national and local responses and recovery plans.

110. The Executive Director thanked the Board for endorsing the establishment of the global lead coordinator position to support COVID-19 vaccine country readiness and delivery. She said that the position would provide essential inter-agency coordination to turn vaccines into vaccinations, particularly in communities and countries that had been left behind in the global pandemic response.

111. The Executive Director thanked the President, the Executive Board and the Bureau for their support during the session and in the weeks to come, noting that together, they would build a healthier and more hopeful post-pandemic world for children.

112. The President thanked the Executive Director for her message and for her participation throughout the first regular session. He noted that the Executive Director could count on the full support of the Board and the Bureau, as well as his own personal support, in carrying out her role. Taking stock of what had been achieved during the session, he said that a new chapter had started in the history of UNICEF, which was coinciding with the arrival of the new Executive Director.

113. During the session, the Board had adopted 14 country and multi-country programme documents, which were linked to each country's national development plan and reflected the areas in which the United Nations system, and UNICEF in particular, operated. The documents had been adopted under the principles of the UNICEF Strategic Plan, 2022–2025, which represented a commitment to children in a new global environment.

114. He highlighted that the issue of social protection was particularly relevant in UNICEF programme documents, as could be seen in, for example, cash transfer programmes. The world was well aware of the work of UNICEF in the area of social protection, and the Board shared the view of the importance of achieving a world without children living in poverty. He noted that the creation of an Assistant Secretary-General position to head the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure had also been approved during the session.

115. The President expressed his thanks to the members of the Board and his colleagues in the Bureau, the facilitators of draft decisions, and the staff of the UNICEF secretariat. He also thanked the Office of the Secretary of the Executive Board for its support throughout the year.

116. Looking ahead to the annual session in June, the President expressed hope that an in-person session would be held. At the same time, it was hoped that virtual participation would be enabled, as it also presented many benefits.

## Annex

### Decisions adopted by the Executive Board at its first regular session of 2022

2022/1

#### Country programme documents

*The Executive Board*

1. *Takes note* that the country programme documents, including aggregate indicative budgets, for Belize, Eastern Caribbean Area, El Salvador, Greece, Guinea-Bissau, Guyana and Suriname, Honduras, Jamaica, Malaysia, Maldives, Mozambique, Peru, Thailand and Viet Nam ([E/ICEF/2022/P/L.1–E/ICEF/2022/P/L.14](#)) were made available to the Member States for their comments and input from 16 November to 6 December 2021;

2. *Approves* on a no-objection basis, and in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Belize, Eastern Caribbean Area, El Salvador, Greece, Guinea-Bissau, Guyana and Suriname, Honduras, Jamaica, Malaysia, Maldives, Mozambique, Peru, Thailand and Viet Nam ([E/ICEF/2022/P/L.1–E/ICEF/2022/P/L.14](#)).

*First regular session  
10 February 2022*

2022/2

#### Extensions of ongoing country programmes

*The Executive Board*

1. *Takes note* of the first two-month extensions of the country programmes for the Plurinational State of Bolivia, Costa Rica and the Dominican Republic; and the 10-month extension of the country programme for Morocco, following a two-month extension, which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2022/P/L.15](#);

2. *Approves* the 11-month extension of the country programme for Afghanistan, following a two-year extension and a three-month extension; the one-year extension of the country programme for Algeria, following a one-year extension and a two-month extension; and the six-month extension of the country programme for the Syrian Arab Republic, following two previous one-year extensions; a nine-month extension; a three-month extension; a two-month extension; a four-month extension; and an eight-month extension; these are presented in table 2 of document [E/ICEF/2022/P/L.15](#).

*First regular session  
11 February 2022*

2022/3

#### Establishment of an Assistant Secretary-General position in UNICEF to head the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure

*The Executive Board*

1. *Takes note* of the context around the administration of COVID-19 vaccines and of the various barriers that are preventing vaccines from being administered in country;

2. *Also takes note* of the need for enhanced cooperation and coordination at the global, regional, subregional and national levels for full, timely and equitable access for all to COVID-19 vaccines, while not diverting resources from other health and humanitarian priorities, including routine immunization programmes;

3. *Recognizes* the role that UNICEF has played and can continue to play in advancing the acquisition, transportation, storage, distribution and administration of COVID-19 vaccines;

4. *Welcomes* the efforts of UNICEF and partners to establish the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure and notes that coordinating the work of this entity at the highest possible global level is a key component for ensuring its success;

5. *Approves* the establishment of the post of Assistant Secretary-General for a two-year period reporting to the Executive Director of UNICEF to carry out the role of Global Lead Coordinator for COVID-19 Vaccine Country Readiness and Delivery, in collaboration with other relevant partners, including the World Health Organization and Gavi, the Vaccine Alliance;

6. *Requests* UNICEF to update the Executive Board on the progress achieved through the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure at its 2022 annual and second regular sessions and 2023 first regular session, under the agenda item entitled “Update on humanitarian action”, among other updates.

*First regular session  
11 February 2022*

#### **2022/4**

#### **Joint evaluability assessment of the Global Action Plan for Healthy Lives and Well-being for All, and management response**

*The Executive Board*

*Takes note* of the joint evaluability assessment of the Global Action Plan for Healthy Lives and Well-being for All, its summary ([E/ICEF/2022/4](#)) and its management response ([E/ICEF/2022/5](#)).

*First regular session  
11 February 2022*

#### **2022/5**

#### **Plan for global evaluations, 2022–2025**

*The Executive Board*

1. *Welcomes and endorses* the plan for global evaluations, 2022–2025 ([E/ICEF/2022/3](#));

2. *Recalls* Executive Board decision 2018/2 and requests UNICEF to continue to draw on lessons learned from previous reviews, evaluation reports and management responses to ensure the effectiveness of planned evaluations;

3. *Welcomes* that the new plan builds upon lessons learned from the plan for 2018–2021 and requests UNICEF to present a review, including lessons learned, of the plan for 2022–2025 at the second regular session 2025;

4. *Encourages* UNICEF to expand the use of rigorous impact evaluations in the period up to 2025, particularly in thematic areas where new approaches have potential for scaling-up or where existing impact evidence on approaches is lacking;

5. *Reaffirms* the importance of evaluation as an essential tool for learning and accountability and further requests UNICEF to ensure adequate resources for the implementation of the plan for global evaluations, 2022–2025;

6. *Recalls* the funding target of 1 per cent of programme expenditure for evaluation and requests UNICEF to accelerate its efforts to reach this target;

7. *Requests* UNICEF to continue to extend the importance attributed to inter-agency collaboration in the implementation of the Strategic Plan, 2022–2025 (E/ICEF/2021/25) to all evaluations of programmes and projects that include partnerships with other United Nations entities.

*First regular session  
11 February 2022*

## **2022/6**

### **Update on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority**

#### *The Executive Board*

1. *Welcomes* the update provided by UNICEF on the implementation of the recommendations made in the independent panel review of the UNICEF response to protection from sexual exploitation and abuse and the report of the Independent Task Force on Workplace Gender-Discrimination, Sexual Harassment, Harassment and Abuse of Authority (E/ICEF/2022/6), as well as of the recommendations of the Task Team on Anti-Racism and Discrimination, and notes with appreciation the increasing inter-agency cooperation;

2. *Takes note with appreciation* that the implementation of the recommendations from the Task Team on Anti-Racism and Discrimination will be a top priority for UNICEF in 2022 and requests the management to put in place a mechanism to regularly monitor and measure the progress in the implementation of the recommendations of the Task Team;

3. *Notes* progress made and the need for continued effort and focus on preventing and taking immediate action to respond to sexual exploitation, abuse and sexual harassment, including ensuring that policies and procedures deliver impact and are resourced sufficiently, and that proposed actions are implemented at the country, regional and global levels;

4. *Requests* UNICEF to continue to take action to ensure a victim-/survivor-centred, system-wide and coherent approach to prevent and respond to sexual exploitation and abuse and sexual harassment, while leveraging its mandate, and to address the increased risks during the coronavirus disease 2019 (COVID-19) response and recovery;

5. *Notes* progress made and the need for continued effort and focus on preventing and taking immediate action to respond to prohibited conduct, and also requests UNICEF to maintain its progress on building a more values-based organizational culture and expanding diversity, equity and inclusion efforts;

6. *Requests* UNICEF to provide an update to the Executive Board on how the organization is preventing and responding to sexual exploitation and abuse in its policies, procedures and operations at headquarters, regional and country levels, at the annual session of 2023, and asks that this includes analysis of available data and

implementation of system-wide initiatives, including the Implementing Partners Protocol and use of the Implementing Partner Capacity Assessment and ClearCheck;

7. *Also requests* UNICEF to provide an update to the Executive Board on how the organization is improving organizational culture and on its actions to prevent and respond to all forms of discrimination, including racism and racial discrimination, and sexual harassment, in its policies, procedures and programmes at headquarters, regional and country levels, at the annual session of 2023;

8. *Further requests* UNICEF to continue taking a long-term approach to preventing and responding to sexual exploitation and abuse and sexual harassment, in line with the Strategic Plan;

9. *Urges* UNICEF to ensure that leadership in country are aware of their responsibilities for protection from sexual exploitation and abuse and sexual harassment; that in all country offices there are respective staff with responsibilities for protection from sexual exploitation and abuse and sexual harassment who participate in inter-agency coordination mechanisms as appropriate; and that staff are provided with appropriate role-specific training as well as regular mandatory training to support culture change;

10. *Requests* UNICEF to monitor the impact of efforts for protection from sexual exploitation and abuse and sexual harassment at the country level, identify and share best practices and address collective barriers, and calls on UNICEF to address the significant gap between the overall strategies on sexual exploitation and abuse and their impact on the ground;

11. *Also requests* timely and thorough victim-/survivor-centred-investigations with prompt reporting to Member States and sufficient resources dedicated to sexual exploitation and abuse and sexual harassment investigations;

12. *Commends* UNICEF for annual submission to the Secretary-General of action plans on preventing and responding to sexual exploitation and abuse that are implemented at headquarters, regional and country levels, and requests UNICEF to share headquarters-level action plans with the Executive Board annually;

13. *Requests* an update from UNICEF, at the 2023 first regular session of the Executive Board, on metrics used to measure progress on tackling sexual exploitation and abuse and sexual harassment and how integrated results and resources framework indicators on sexual exploitation and abuse and sexual harassment have aligned with relevant indicators of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and those of other United Nations development system agencies and ensure that data obtained, including on allegations, using these metrics and indicators and subsequent analysis, systematically inform strategies, policies and procedures.

*First regular session  
11 February 2022*

**2022/7**

**UNICEF financial report and audited financial statements for the year ended 31 December 2020 and report of the Board of Auditors, and management response**

*The Executive Board*

1. *Welcomes* the unqualified audit opinion for 2020 issued by the Board of Auditors, the report of the Board of Auditors for the financial period that ended on 31 December 2020 ([A/76/5/Add.3](#)) as well as the management response ([E/ICEF/2022/AB/L.2](#));

2. *Also welcomes* the progress made by UNICEF in implementing the recommendations of the Board of Auditors, and supports the ongoing efforts of UNICEF management to implement the recommendations of the Board of Auditors;

3. *Encourages* UNICEF to harmonize further its reporting format with other United Nations funds and programmes on the management response to the report of the Board of Auditors and the implementation of the recommendations, as appropriate, including where possible the time frames for their detailed reporting and the categorization of recommendations, and to work with the United Nations Development Programme, the United Nations Capital Development Fund, the United Nations Population Fund, the United Nations Office for Project Services, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme in that regard, as appropriate.

*First regular session  
11 February 2022*

## **2022/8**

### **Private Fundraising and Partnerships: 2022 workplan and proposed budget**

#### *The Executive Board*

1. *Notes* the high, medium and low revenue scenarios for 2022, as shown in table 3 of document [E/ICEF/2022/AB/L.1](#);

2. *Approves* a budget for special-purpose activities of \$158 million from regular resources, comprising \$85 million for investment funds and \$73 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$60 million based on the medium scenario in table 3;

3. *Takes note* of the proposed use of \$20 million from the Dynamo Revolving Fund for further investment in private sector fundraising;

4. *Authorizes* UNICEF:

(a) To redeploy resources between the various regular resources budget lines (as detailed in paragraph 1, above), up to a maximum of 10 per cent of the amounts approved;

(b) To decrease or increase expenditures up to the levels indicated in columns I and III of table 3 of document [E/ICEF/2022/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 2022 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 2023 of \$15.8 million (or 10 per cent of the special-purpose regular resources allocation of \$158 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2023.

*First regular session  
11 February 2022*