

Office of the Secretary of the Executive Board

DECISION MONITORING TABLE FOR 2022

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

For more details on other aspects of these decisions or for the full compendium of Executive Board decisions, please visit: <https://www.unicef.org/executiveboard/decisions>.

The status of a decision is indicated as follows: (1) GREEN signifies that an action has been “completed”; and (2) YELLOW signifies that an action is “in progress” or “partially completed” (action in progress, with a due date, if relevant). Decision paragraphs that do not require action are greyed out and status is shown as “No action required”

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
First regular session, 8–11 February 2022				
2022/1 Country programme documents	<p>Para 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;</p> <p>Para 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).</p>			n/a
2022/2 Extensions of ongoing country programmes	<p>Para 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;</p> <p>Para 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.</p>			n/a

<i>Decision</i>	<i>Request</i>	<i>Deadline</i>	<i>Progress and follow-up action</i>	<i>Status</i>
2022/3 Establishment of an Assistant Secretary General position in UNICEF to head the Global COVID-19 Vaccine Delivery Inter-Agency Coordination Structure	<p>Para 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;</p> <p>Para 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;</p> <p>Para 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;</p> <p>Para 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;</p> <p>Para 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;</p>			n/a
	<p>Para 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.</p>	<p>2022 AS 2022 SRS 2023 FRS</p>	<p>Since the beginning of the year, important progress has been made on delivering COVID-19 vaccinations across the 92 “Advanced Market Commitment” (AMC92) countries, with full vaccination coverage increasing from 28 per cent in January 2022 to 48 per cent in July 2022. Among the 34 countries selected for concerted support by the COVID-19 Vaccine Delivery Partnership and that were at or below 10 per cent in January 2022, two thirds have gone beyond 10 per cent and nine countries have exceeded 20 per cent, including Ethiopia, Côte d’Ivoire, Solomon Islands, Central African Republic, Ghana, Guinea, Sierra Leone, Uganda and Zambia.</p>	In progress (Ongoing updates FRS 2023)
2022/4 Joint evaluability assessment of the Global Action Plan for Healthy Lives and	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).			n/a

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Well-being for All, and management response				
2022/5 Plan for global evaluations, 2022–2025	Para 1: Welcomes and endorses the plan for global evaluations, 2022–2025 (E/ICEF/2022/3);			n/a
	Para 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;			In progress (Noted/Ongoing)
	Para 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;	SRS 2025	UNICEF will conduct a review of the implementation of the plan for global evaluations, 2022–2025, to be presented at the second regular session of 2025. The review will identify lessons that can be used in the development of the plan for global evaluations for the next quadrennium.	In progress
	Para 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;		The UNICEF evaluation function has been moving this agenda forward on several fronts by increasing its capacity for and delivery of impact evaluations, defining a Strategy and Action Framework to evaluate impact (the draft of which is currently out for comment across the organization), and incorporating concrete commitments on IE into the Plan for Global Evaluations 2022-2025. With regard to specific exercises, we have launched impact feasibility assessments for the integration of impact components into two UNICEF-UNFPA global programmes (Child Marriage and FGM); embarked on rigorous joint UNICEF-WFP-FAO IEs in humanitarian and fragile contexts of several countries in the MENA, WCAR and ESA regions; designed digital RCTs in collaboration with the Innovation office in ECAR; and are currently in the process of developing, together with the other knowledge and evidence functions (research, data, knowledge management) <i>A UNICEF evidence strategy for learning and accountability on Social protection</i> , a comprehensive evidence-generation effort on shock-responsive social	Completed (Noted/Ongoing)

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			<p>protection. We have also been active at the normative agenda-setting level. For example, we have catalyzed global discussion on new challenges in impact evaluation by leading and contributing to panel discussions at the European Evaluation Society conference and OECD/Development Assistance Cooperation global forum, and by leading discussions with our UNEG counterparts on how to build capacity, partnerships and promote a range of innovative, cost-effective and rapid solutions to measure impact- and outcome- level change. Most centrally, we have developed a strategy paper to help guide the organization's work in this area; this document, <i>Strategy and Action Framework to evaluate impact</i>, is currently in draft and is being reviewed and commented on by colleagues across the organization and by our partners. Finally, we have significantly ramped up our capacity development efforts on impact evaluation as well: our Executive Course for Future Evaluation Leaders (ExCEL), a two-week, in-person national evaluation capacity development course designed for UNICEF staff and national partners, includes an impact evaluation component.</p>	
	<p>Para 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;</p>			In progress (Ongoing)
	<p>Para 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;</p>			In progress (Ongoing)
	<p>Para 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.</p>		<p>Joint evaluations are a priority in the plan for global evaluations, 2022–2025 given the interconnected nature of the Sustainable Development Goals and in the context of United Nations development system reform. UNICEF will also identify opportunities for joint work in the evaluation plans of other agencies where there are</p>	Completed (Ongoing)

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			areas of common interest that would benefit from collaboration between United Nations agencies.		
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 (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;	Para 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;			n/a	
	Para 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;			The Culture and Diversity team in the Office of the Executive Director (OED) (established/strengthened as of January 2022) will be responsible for monitoring and reporting on the recommendations of the Task Team, along with other relevant recommendations and actions (e.g., from the Independent Task Force report, Economic Dividends for Gender Equality (EDGE) certification, etc.).	Completed (Ongoing)
	Para 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;				n/a
	Para 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;			To support system-wide implementation of the UN Victims' Assistance Protocol, UNICEF developed a technical note for United Nations Country Teams (UNCTs)/Humanitarian Country Teams (HCTs) and specialists that is publicly available to all. The Protocol and technical note provide practical guidance on a victim/survivor-centred approach to the handling of complaints, referrals for assistance, and protection and support to child victims during investigations. UNICEF serves as global lead for roll-out of the technical note and a training package, through remote and in-person trainings at country level. UNICEF is also supporting the Inter-Agency Standing Committee (IASC) to take forward this work, as part of the IASC's new strategy on protection from sexual exploitation and abuse (PSEA) and sexual harassment for 2022–2026. As of May 2022, UNICEF has provided trainings and orientations on the Protocol and technical note to 1,090 practitioners. This includes all PSEA coordinator roster	Completed (Ongoing)

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			members (currently deployed and on stand-by) and eight in-country PSEA networks in contexts with a humanitarian response.	
	Para 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;		UNICEF has strengthened its capacity on organizational culture and diversity, equity and inclusion as of January 2022, with the establishment of a dedicated Culture and Diversity team in OED. The team works on prevention efforts with respect to prohibited conduct, e.g., through awareness-raising sessions with offices, with senior managers, etc. The team also works closely with other relevant offices, such as the Division of Human Resources, the Office of Internal Audit and Investigations, the Ethics Office and the Global Staff Association to maintain efforts to improve UNICEF organizational culture.	Completed (Ongoing)
	Para 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;	Annual Session 2023	UNICEF is working with other United Nations agencies to harmonize the roll-out of a new United Nations Common Assessment Framework for assessing implementing partner capacity on prevention of and response to sexual exploitation and abuse. Further updates on this will be provided in 2023, as requested.	In progress
	Para 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;	Annual Session 2023	UNICEF will provide this update as requested at the annual session of 2023.	In progress
	Para 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;		UNICEF is working towards this and will provide an update as requested in 2023. To support the sustainability of PSEA efforts, the UNICEF Strategic Plan, 2022–2025 includes PSEA indicators (Enabler;	Completed (Ongoing)

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			Goal Area 3). UNICEF Emergency Procedures include PSEA requirements from the outset of all humanitarian response.	
	Para 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;		Orientation to the core values of UNICEF, ethical standards, etc. is included in onboarding trainings for all new staff. The mandatory online training on sexual exploitation and abuse/sexual harassment is still a requirement for all employees, and UNICEF is considering making it a requirement on a regular basis (e.g., through refresher trainings). Culture change/core values is also included in mandatory trainings for all representatives upon appointment. UNICEF maintains an active PSEA Community of Practice, with 300 practitioners, which covers UNICEF and inter-agency PSEA work and provides a forum for regular learning and exchange of good practices.	Completed (Ongoing)
	Para 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;		UNICEF is monitoring the impact of different initiatives and will provide an update in 2023, as requested. UNICEF maintains core indicators on PSEA (SMQ; RAM) and reports progress annually. In addition, UNICEF developed and maintains an IASC website and global dashboard that supports the global tracking of progress on acceleration of PSEA in humanitarian response across countries. UNICEF is further supporting IASC and the United Nations to develop indicator guidance for the UNCT/HCT PSEA Action Plans, in order to strengthen system-wide acceleration of PSEA.	Completed (Ongoing)
	Para 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;		UNICEF is working to establish more clarity on reporting/notification to Member States.	In progress (Ongoing)
	Para 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			In progress (Ongoing)

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	to share headquarters-level action plans with the Executive Board annually;			
	Para 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	FRS 2023	UNICEF collaborates with other UN system entities on PSEA and SH, through various inter-agency forums and platforms. Metrics to measure progress include completion rates of mandatory trainings; reports of SEA and SH; substantiation rates of SEA and SH reports; and qualitative feedback through regional and network/technical meetings of relevant staff (e.g., child protection network meetings). Discussions are ongoing with other UN system entities on further harmonization of monitoring efforts on SEA and SH. Data are used to inform approaches to SEA and SH.	In progress
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	Para 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);			n/a
	Para 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;			n.a
	Para 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			UNICEF is an active member of the United Nations Task Force on Accounting Standards. The objective of this working group is to bring together experiences and interpretations of the accounting standards in the UN system and harmonize approaches to the best extent possible.

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	World Food Programme in that regard, as appropriate.			
2022/8 Private Fundraising and Partnerships: 2022 workplan and proposed budget	Para 1: Notes the high, medium and low revenue scenarios for 2022, as shown in table 3 of document E/ICEF/2022/AB/L.1 ;			n/a
	Para 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;			n/a
	Para 3: Takes note of the proposed use of \$20 million from the Dynamo Revolving Fund for further investment in private sector fundraising;			n/a
	Para 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;			n/a
	Para 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;			In progress (Ongoing)
Para 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.			n/a	