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For decision

United Nations Children's Fund

Executive Board

Second regular session 2025

2–5 September 2025

Item 1 of the provisional agenda

Provisional annotated agenda, timetable and organization of work

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Provisional annotated agenda

1. Adoption of the provisional annotated agenda, timetable and organization of work

For decision ([E/ICEF/2025/27](#))

The provisional agenda is prepared in consultation with the Bureau of the Executive Board and is based on the programme of work adopted by the Executive Board at its second regular session of 2024. The Executive Board will adopt the agenda for the session, making any amendments that it considers necessary.

UNICEF focal point:

Mr. Andrés Franco

Secretary of the Executive Board

afranco@unicef.org / 212 326 7663

2. Opening statements by the President of the Executive Board and the Executive Director of UNICEF

The Executive Board will hear opening statements by the President of the Executive Board and the Executive Director of UNICEF.

UNICEF focal point:

Mr. Andrés Franco

Secretary of the Executive Board

afranco@unicef.org / 212 326 7663

Organizational and procedural matters

3. Proposed programme of work for the Executive Board sessions in 2026

For information ([E/ICEF/2025/28](#))

The proposed programme of work is based on suggestions by the secretariat and on Executive Board decisions. It has been prepared in consultation with the Bureau of the Executive Board of UNICEF and is presented to the Board. The programme of work serves as a framework for setting the agendas for the Executive Board sessions in 2026, subject to decisions by the Board and any modifications introduced in consultation with the Bureau of the Executive Board.

UNICEF focal point:

Mr. Andrés Franco

Secretary of the Executive Board

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Programme and policy matters

4. UNICEF Strategic Plan, 2026–2029

For decision ([E/ICEF/2025/29](#) and [E/ICEF/2025/29/Add.1](#))

Theory of change paper, UNICEF Strategic Plan, 2026–2029

For information (UNICEF/2025/EB/10)

The UNICEF Strategic Plan, 2026–2029 and its Integrated Results and Resources Framework are presented to the Executive Board for discussion and endorsement. The accompanying theory of change paper is presented to the Board for information.

UNICEF focal point:

Ms. Vidhya Ganesh

Director, Division of Data, Analytics, Planning and Monitoring

vganesh@unicef.org / 212 824 6247

5. UNICEF Gender Equality Action Plan, 2026–2029

For information ([E/ICEF/2025/32](#), UNICEF/2025/EB/11)

The UNICEF Gender Equality Action Plan, 2026–2029 is presented in accordance with Executive Board decision 2014/2. It outlines the organization's key commitments to advancing gender equality and the empowerment of all girls and women, including adolescent girls, in line with the UNICEF Strategic Plan, 2026–2029. It includes both programmatic and institutional components and specifies both the pathways for action as well as strategies for achieving results. The Gender Equality Action Plan is accompanied by an indicator matrix.

UNICEF focal point:

Ms. Lauren Rumble

Principal Adviser, Gender Equality, Programme Division

lrumble@unicef.org / 212 326 7690

6. UNICEF programme cooperation

(a) Country programme documents

For decision

The country programme documents listed below are presented to the Executive Board for approval on a no-objection basis, in accordance with Executive Board decision 2014/1. The theme for the segment is protection of children from violence. Costed evaluation plans for each country programme are posted on the UNICEF Executive Board website alongside the documents, as is a link to the United Nations Sustainable Development Group website, where the relevant United Nations Sustainable Development Cooperation Frameworks have been made available, as appropriate. The country programme documents are presented by region:

East Asia and Pacific

China ([E/ICEF/2025/P/L.9](#))

Indonesia ([E/ICEF/2025/P/L.10](#))

Timor-Leste ([E/ICEF/2025/P/L.11](#))

Eastern and Southern Africa

Uganda ([E/ICEF/2025/P/L.12](#))

Europe and Central Asia

Armenia ([E/ICEF/2025/P/L.13](#))

Belarus ([E/ICEF/2025/P/L.14](#))

Bosnia and Herzegovina ([E/ICEF/2025/P/L.15](#))

Kazakhstan ([E/ICEF/2025/P/L.16](#))

North Macedonia ([E/ICEF/2025/P/L.17](#))

Serbia, and Kosovo (under Security Council resolution 1244 (1999))
([E/ICEF/2025/P/L.18](#) and [E/ICEF/2025/P/L.18/Add.1](#))

Türkiye ([E/ICEF/2025/P/L.19](#))

Turkmenistan ([E/ICEF/2025/P/L.20](#))

Uzbekistan ([E/ICEF/2025/P/L.21](#))

Middle East and North Africa

Oman ([E/ICEF/2025/P/L.22](#))

West and Central Africa

Côte d'Ivoire ([E/ICEF/2025/P/L.23](#))

Liberia ([E/ICEF/2025/P/L.24](#))

UNICEF focal points:

Ms. Vidhya Ganesh

Director, Division of Data, Analytics, Planning and Monitoring

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Mr. George Laryea-Adjei

Director, Programme Group

glaryeaadjei@unicef.org / 212 326 1080

(b) Extensions of ongoing country programmes

For decision ([E/ICEF/2025/P/L.25](#))

In accordance with Executive Board decision 2009/11, the Executive Board will be (i) informed of the first two-month extensions of the country programmes for Argentina, Eswatini, Georgia, Malaysia, Mexico and Somalia; the two-month extension of the country programme for South Africa, the second consecutive extension; and the first one-year extensions of the country programmes for Lebanon, Libya, Panama, Tunisia and Uruguay; and (ii) requested to approve the two-month extension of the country programme for Cuba, the second consecutive extension; the two-month extension of the Gulf Area subregional programme, the second consecutive extension; the two-month extension of the country programme for the Sudan, the fifth consecutive extension; the one-year extensions of the country programmes for Mali, the Syrian Arab Republic, and Yemen, all the second consecutive extensions; the one-year extensions of the country programmes for Burkina Faso and Myanmar, both the fourth consecutive extensions; the one-year extension of the country programme for the Democratic People's Republic of Korea, the fifth consecutive extension; the two-year extension of the area programme for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine; and the two-year extension of the country programme for Afghanistan, the sixth consecutive extension.

UNICEF focal points:

Ms. Vidhya Ganesh

Director, Division of Data, Analytics, Planning and Monitoring

vganesh@unicef.org / 212 824 6247

Mr. George Laryea-Adjei

Director, Programme Group

glaryeaadjei@unicef.org / 212 326 1080

7. Structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025

For decision ([E/ICEF/2025/31](#))

Funding compact: Progress against Member State and entity-specific commitments related to UNICEF

For information (UNICEF/2025/EB/12)

Annual joint report of UNDP, UNFPA, UNICEF and UN-Women on the implementation of the joint cost-recovery policy, including differentiated cost-recovery rates and approved waivers

For information

The structured dialogue is presented to the Executive Board in accordance with several decisions of the Board, the most recent being 2024/22. Pursuant to its

decision 2019/23, the Board will also be presented with a report on progress against Member State and UNICEF entity-specific commitments outlined in the new funding compact introduced in 2024. In addition, pursuant to its decision 2024/25, the Board will be presented with a joint harmonized report on the progress of implementation of the cost-recovery policy.

UNICEF focal point:
Ms. Mandeep O'Brien
Director, Public Partnerships Division
mobrien@unicef.org / 212 824 6591

8. Update on UNICEF humanitarian action

For information

The Executive Board will be presented with an oral update on UNICEF humanitarian action, with a focus on the protection of children in crises.

UNICEF focal point:
Ms. Lucia Elmi
Director, Office of Emergency Programmes
lelmi@unicef.org / 212 326 7448

9. Update on UNICEF efforts to address racism and racial discrimination

For decision

The Executive Board will be provided with an update on the ongoing efforts of UNICEF to address racism and racial discrimination, based on document [E/ICEF/2025/18/Rev.1](#) presented at the annual session of 2025.

UNICEF focal point:
Mr. Sajid Ali
Principal Adviser, Division of People and Culture
sajidali@unicef.org / 212 824 6065

Evaluation, audit and oversight matters

10. Plan for global evaluations, 2026–2029: draft for review

For information ([E/ICEF/2025/30](#))

The draft plan for global evaluations, 2026–2029 has been prepared in line with the revised evaluation policy of UNICEF ([E/ICEF/2023/27](#) and [E/ICEF/2023/27/Corr.1](#)) and in accordance with relevant Executive Board decisions. The plan presents the guiding principles and objectives for global evaluations in UNICEF, a review of the plan for global evaluations, 2022–2025 and of the lessons learned during this period, criteria for the selection of a prioritized list of topics, an overview of the highest-priority evaluation topics provisionally proposed for the coming quadrennium and an indicative budget for these activities, the approach to implementation, key risks and the reporting arrangements.

UNICEF focal point:
Mr. Robert McCouch
Director of Evaluation
rmccouch@unicef.org / 212 303 7952

11. Progress on the consideration of the review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women by the Joint Inspection Unit

For decision

The Executive Board will be provided with an update on the implementation of its

decision 2024/15, on the assessment of how the Executive Board executes its governance and oversight functions.

UNICEF focal point:

Mr. Andrés Franco

Secretary of the Executive Board

afranco@unicef.org / 212 326 7663

Resource, financial and budgetary matters

12. UNICEF integrated budget, 2026–2029

For decision (E/ICEF/2025/AB/L.6 and E/ICEF/2025/AB/L.6/Add.1)

UNICEF integrated budget, 2026–2029: report of the Advisory Committee on Administrative and Budgetary Questions

For information (E/ICEF/2025/AB/L.7)

The UNICEF integrated budget for the period 2026–2029 and its annex are submitted to the Executive Board for approval, in accordance with several Executive Board decisions, the most recent of which are 2024/17, 2024/24 and 2024/25. The report of the Advisory Committee on Administrative and Budgetary Questions on the proposed integrated budget for 2026–2029 is available to the Executive Board for information.

UNICEF focal point:

Ms. Diane Kepler

Comptroller and Director, Division of Financial and Administrative Management

dkepler@unicef.org / 212 824 6386

Other matters and adoption of draft decisions

13. Report of the field visit of the Executive Board of UNICEF

For information (UNICEF/2025/EB/13)

Presented for information is the report of the field visit of the Executive Board of UNICEF to Tunisia, from 23 June to 27 June 2025.

14. Other matters

The Executive Board has before it the provisional list of agenda items for its first regular session of 2026 and may consider any other matters under this agenda item.

UNICEF focal point:

Mr. Andrés Franco

Secretary of the Executive Board

afranco@unicef.org / 212 326 7663

15. Adoption of draft decisions

16. UNICEF Staff Team Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board

The Executive Board will hear closing statements by the Executive Director of UNICEF and the President of the Executive Board.

UNICEF focal point:

Mr. Andrés Franco

Secretary of the Executive Board

afranco@unicef.org / 212 326 7663

Provisional timetable and organization of work for the 2025 second regular session of the UNICEF Executive Board, 2–5 September 2025¹

Tuesday 2 September	10 a.m.– 1 p.m.	Item 1	Adoption of the provisional annotated agenda, timetable and organization of work
		Item 2	Opening statements by the President of the Executive Board and the Executive Director of UNICEF
		General statements	
		1.15–2.45 p.m.	<i>Informal consultations</i>
	3–5 p.m.	Item 4	UNICEF Strategic Plan, 2026–2029
		Item 12	UNICEF integrated budget, 2026–2029 UNICEF integrated budget, 2026–2029: report of the Advisory Committee on Administrative and Budgetary Questions
	5–6 p.m.	<i>Informal consultations</i>	
Wednesday 3 September	10 a.m.– 1 p.m.	Item 6	UNICEF programme cooperation (a) Country programme documents (b) Extensions of ongoing country programmes
		1.15–2.45 p.m.	<i>Informal consultations</i>
		3–5 p.m.	Item 7 Structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025 Annual joint report of UNDP, UNFPA, UNICEF and UN-Women on the implementation of the joint cost-recovery policy, including differentiated cost-recovery rates and approved waivers
		Item 9	Update on UNICEF efforts to address racism and racial discrimination
	10 a.m.– 1 p.m.	<i>Informal consultations</i>	
		Item 11	Progress on the consideration of the review of governance and oversight of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women by the Joint Inspection Unit
		Item 10	Plan for global evaluations, 2026–2029: draft for review
		Item 8	Update on UNICEF humanitarian action
	2–6 p.m.	<i>Informal consultations</i>	

¹ When consideration of an agenda item concludes ahead of the allocated time, the next item may be taken up for consideration and the timetable adjusted accordingly.

Friday 5 September	10 a.m.– 1 p.m.		Special focus session
		Item 5	UNICEF Gender Equality Action Plan, 2026–2029
	3–5 p.m.	Item 13	Report of the field visit of the Executive Board of UNICEF
		Item 3	Proposed programme of work for the Executive Board sessions in 2026
		Item 14	Other matters
		Item 15	Adoption of draft decisions
		Item 16	UNICEF Staff Team Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board
