



Economic and Social Council

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For decision

United Nations Children's Fund

Executive Board

Second regular session 2025

2–5 September 2025

Agenda item 12

Draft decision submitted to the Executive Board

UNICEF integrated budget, 2026–2029

The Executive Board

1. *Takes note* of the UNICEF integrated budget, 2026–2029, as requested in decision 2009/20;
2. *Approves* the integrated resource plan as the financial framework for the UNICEF Strategic Plan, 2026–2029, based on projections of resources available, utilization and regular resource reserve;
3. *Also approves* for the Global and Regional Programme a budget from regular resources of \$195.6 million, subject to the availability of resources, and other resources of \$900.0 million, subject to the receipt of contributions to other resources, for the period 2026–2029;
4. *Further approves* the preparation of country programme expenditure submissions to the Executive Board of up to \$697.0 million from regular resources in 2026, subject to the availability of resources and the continued validity of the planned financial estimates;
5. *Authorizes* the Executive Director to establish additional director-level positions, as required, to be funded from within the approved institutional budget, and to report such positions to the Executive Board in the Annual report of the Executive Director;
6. *Approves* an appropriation for the institutional budget, 2026–2029, of \$2,501.3 million to cover the costs of development effectiveness, United Nations development coordination, management activities and, within special purpose activities, capital investments, and notes that the projected funding for the appropriation is \$1,067.3 million from regular resources and \$1,434.0 million from cost recovery from other resources;



7. *Notes*, within special purpose activities, the projected utilization of resources for private sector fundraising, for which budgets will be submitted for consideration and approval on an annual basis by the Executive Board at its first regular session;

8. *Requests* the Executive Director to continue to:

(a) Provide actual financial information in the format of the integrated resource plan and to assess performance against the integrated budget in the Annual report of the Executive Director;

(b) Submit to the Executive Board at its second regular session, for annual approval, an updated integrated resource plan, following review of the financial projections on which it is based;

9. *Takes note* of the report of the Advisory Committee on Administrative and Budgetary Questions on the UNICEF integrated budget, 2026–2029 ([E/ICEF/2025/AB/L.7](#)) and of the recommendations therein, and requests UNICEF to provide an informal update to the Executive Board by the first regular session of 2026 on its management responses to the recommendations in the Advisory Committee's report;

10. *Requests* UNICEF to provide an informal update to the Executive Board on its management responses to the Advisory Committee's recommendations in advance of the consideration of the relevant agenda items on the integrated budget;

11. *Recalls* its decision 2025/8, and requests UNICEF to provide periodic and timely informal briefings to the Executive Board on the organizational change processes that are being implemented, including on its Future Focus Initiative, the Headquarters Efficiencies Initiative, staffing changes, and their financial implications, with the next briefing to be held in November 2025, followed by regular updates ahead of every session of the Executive Board in 2026.
