



# Economic and Social Council

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## United Nations Children's Fund

Executive Board

### Compendium of decisions adopted by the Executive Board in 2025

*Decision*

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## First regular session, 4–7 February 2025

2025/1

### Country programme documents

#### *The Executive Board*

1. *Notes* that the country programme documents, including aggregate indicative budgets, for Colombia, Ethiopia, Iraq, Paraguay and Rwanda ([E/ICEF/2025/P/L.1–E/ICEF/2025/P/L.5](#)) were made available to Member States for their comments and input from 12 November to 2 December 2024;

2. *Approves*, in accordance with decision 2014/1, the country programme documents, including aggregate indicative budgets, for Colombia, Ethiopia, Iraq, Paraguay and Rwanda ([E/ICEF/2025/P/L.1–E/ICEF/2025/P/L.5](#)).

*First regular session  
7 February 2025*

2025/2

### Extensions of ongoing country programmes

#### *The Executive Board*

*Takes note* of the six-month extension of the country programme for South Africa, which was approved by the Executive Director and is presented in the table of document [E/ICEF/2025/P/L.6](#).

*First regular session  
6 February 2025*

2025/3

### Extension and expansion of the Vaccine Independence Initiative and its revolving fund

#### *The Executive Board*

1. *Recalls* the establishment of the Vaccine Independence Initiative in 1991, and the periodic approvals by the Executive Board to extend the Initiative at five-year intervals from 1991 through to 2025 (decisions 1996/17, 2000/14, 2005/12, 2010/15, 2015/5 and 2020/4) and to expand its scope (decision 2015/5);

2. *Approves* a five-year extension of the Vaccine Independence Initiative for the period 2026 to 2030;

3. *Also approves* the *amendment* of the authorized capitalization of the core revolving fund from \$100 million to \$250 million, subject to the availability of specific-purpose contributions;

4. *Further approves* the establishment of an additional dedicated high-impact window (revolving fund), with an authorized capitalization of \$200 million, subject to the availability of specific-purpose contributions;

5. *Approves* the establishment of an additional dedicated public health emergency window (revolving fund) to be separately capitalized and activated by a decision of the UNICEF Executive Director, and subject to the availability of specific-purpose contributions;

6. *Welcomes* the intention of UNICEF to engage with other United Nations organizations to facilitate their access to the Vaccine Independence Initiative,

emphasizes the importance of the continued engagement of UNICEF with other partners regarding access to the Initiative, and calls upon UNICEF to provide updates, within existing reporting, on the results achieved.

*First regular session  
6 February 2025*

## **2025/4**

### **Evaluation reports and management responses**

#### *The Executive Board*

1. *Takes note* of the evaluation reports and management responses presented by UNICEF at the first regular session of 2025;
2. *Notes* the recommendations of the evaluation of the UNICEF Strategic Plan, 2022–2025, and encourages UNICEF to use them to inform the drafting process of the Strategic Plan, 2026–2029, as appropriate, inter alia, in order to meet the child-related Sustainable Development Goals and to equitably reach all children everywhere so that their rights can be fulfilled;
3. *Encourages* UNICEF to strengthen its transformative impact and scale up integrated programming approaches, including multisectoral systems strengthening, to improve the coherence, effectiveness and sustainability of UNICEF programmes;
4. *Also encourages* UNICEF to further explore innovative financing mechanisms and to continue to present to the Executive Board strategies and initiatives that aim to secure financing in support of the Strategic Plan;
5. *Welcomes* the intention of UNICEF to identify a focused set of priorities in the Strategic Plan, 2026–2029;
6. *Encourages* UNICEF to conduct inclusive and transparent consultations with Member States and other relevant stakeholders throughout all stages of the preparation of the Strategic Plan, 2026–2029, and to consider their feedback in the formulation of the Plan, as appropriate;
7. *Also encourages* UNICEF to strengthen internal collaboration among the Division of Data, Analytics, Planning and Monitoring, the Evaluation Office and the UNICEF Innocenti – Global Office of Research and Foresight to facilitate, inter alia, a shift towards outcome-level results;
8. *Emphasizes* the need for strong inter-agency cooperation, coherence, coordination and complementarity, in particular at the country level, in line with each entity's respective mandate and comparative advantage;
9. *Recalls* its decisions 2021/3 and 2021/18, and encourages UNICEF, within its mandate, to seek greater cooperation, coherence, coordination and complementarity among development, disaster risk reduction, humanitarian action and sustaining peace;
10. *Encourages* UNICEF to strategically enhance its use of data through global partnerships with a wide set of development partners, taking into account Economic and Social Council resolution 2013/21 on the fundamental principles of official statistics.

*First regular session  
6 February 2025*

**2025/5****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***The Executive Board*

1. *Notes* the consultative process undertaken to establish a working group and develop the terms of reference for the operationalization of the working group on the Joint Inspection Unit report on the Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women ([JIU/REP/2023/7](#)), and adopts the terms of reference;

2. *Acknowledges* the process undertaken by the Bureau, in coordination with the Bureaux of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), to identify members of the working group, and welcomes their subsequent nomination, in accordance with decision 2024/15, paragraph 16;

3. *Recalls* decision 2024/15, paragraph 8, to include an item for decision on the progress of the consideration of the Joint Inspection Unit report on the agenda of every formal session, until decided otherwise, and reiterates its request to the working group to provide regular updates to the participating Boards, as necessary.

*First regular session  
6 February 2025*

**2025/6****UNICEF financial report and audited financial statements for the year ended 31 December 2023 and report of the Board of Auditors, and management response***The Executive Board*

1. *Welcomes* the unqualified audit opinion for 2023 issued by the Board of Auditors, the report of the Board of Auditors for the financial period that ended on 31 December 2023 ([A/79/5/Add.3](#)) as well as the management response ([E/ICEF/2025/AB/L.2](#));

2. *Also welcomes* the progress made by UNICEF in implementing the recommendations of the Board of Auditors, and calls upon UNICEF to take action on the recommendations pending implementation and take into consideration relevant recommendations of the Board of Auditors in its strategic planning for the period from 2026 to 2029;

3. *Recalls* its decisions 2020/6, paragraph 5, 2021/4, paragraph 3, 2023/4, paragraph 4 and 2024/4, paragraph 3, and requests UNICEF to ensure timely implementation of the recommendations related to the management of implementing partners;

4. *Requests* UNICEF to organize an informal briefing by the Office of the Comptroller, ahead of the annual session of 2025, regarding the current projected financial impact of the Headquarters Efficiencies Initiative.

*First regular session  
6 February 2025*

**2025/7****Private Fundraising and Partnerships: 2025 workplan and proposed budget***The Executive Board*

1. *Notes* the high, medium and low revenue scenarios for 2025, as shown in table 3 of document [E/ICEF/2025/AB/L.1](#);
2. *Approves* a budget for special-purpose activities of \$186 million from core resources for results, comprising \$105 million for investment funds and \$81 million for other private sector fundraising costs, and the establishment of an other resources ceiling of \$85 million based on the medium scenario in table 3 of document [E/ICEF/2025/AB/L.1](#);
3. *Authorizes* UNICEF:
  - (a) To redeploy resources between the various core resources for results budget lines (as detailed in paragraph 2, 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/2025/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 2025 workplan;
4. *Approves* an interim one-month allocation for January 2026 of \$18.6 million (or 10 per cent of the 2025 special-purpose core resources allocation of \$186 million), to be absorbed into the annual Private Fundraising and Partnerships budget for 2026;
5. *Encourages* the Executive Director to identify and respond to opportunities in new markets, should they arise between Executive Board sessions, and to notify the Board accordingly via informal briefings.

*First regular session  
6 February 2025*

**Annual session, 10–13 June 2025****2025/8****Annual report for 2024 of the Executive Director of UNICEF***The Executive Board*

1. *Takes note* of the annual report for 2024 of the Executive Director of UNICEF, as well as the report on the implementation of the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2022–2025; the report on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the description of independent oversight functions/bodies in UNICEF; and the data companion and scorecard;
2. *Decides* to transmit the above-mentioned reports to the Economic and Social Council, along with a summary of the comments and guidance of the Executive Board;

3. *Takes note* of the UNICEF report on the recommendations of the Joint Inspection Unit, including the management responses to the 15 recommendations of the Joint Inspection Unit intended for consideration by the Executive Board;

4. *Requests* UNICEF to ensure that organizational change processes (inter alia, the Headquarters Efficiencies Initiative, the Future Focus Initiative and the Business Model Review) are based on solid business cases, risk assessments and pilots, and to proactively consult the Global Staff Association on the organizational change processes;

5. *Also requests* UNICEF to provide periodic and timely informal briefings to the Executive Board on the organizational change processes that are being implemented, with the first briefing to be held in July 2025 at the latest.

*Annual session  
12 June 2025*

## **2025/9**

### **Annual report on UNICEF humanitarian action**

*The Executive Board*

*Takes note* of the annual report on UNICEF humanitarian action ([E/ICEF/2025/19](#)).

*Annual session  
12 June 2025*

## **2025/10**

### **Extensions of ongoing country programmes**

*The Executive Board*

*Takes note* of the first one-year extensions of the country programmes for Guatemala and South Sudan, which were approved by the Executive Director and are presented in the table of document [E/ICEF/2025/P/L.8](#).

*Annual session  
12 June 2025*

## **2025/11**

### **Update on protection from sexual exploitation and abuse**

*The Executive Board*

1. *Welcomes* the update provided by UNICEF on progress made on preventing and protecting against sexual exploitation and abuse within the broader risk management and safeguarding framework;

2. *Urges* UNICEF to continue its efforts to implement the Secretary-General's zero-tolerance policy on sexual exploitation and abuse;

3. *Requests* UNICEF, with firm commitment and support from leadership, to continue to strengthen efforts to ensure a victim/survivor-centred, system-wide and coherent approach to the prevention of, and response to, sexual exploitation and abuse and sexual harassment;

4. *Also requests* UNICEF to continue to increase the effectiveness and efficiency of prevention, protection and response through inter-agency and system-

wide collaboration, including through conducting joint assessments and capacity-building of implementing partners and joint community engagement;

5. *Further requests* UNICEF to contribute to and include in its reporting a brief collective summary outlining the joint progress and shared challenges of UNICEF, the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in preventing and responding to sexual exploitation and abuse and sexual harassment;

6. *Encourages* UNICEF management to ensure dedicated, adequate and sustainable staffing, expertise and funding to prevent and respond to sexual exploitation and abuse and sexual harassment;

7. *Recalls* paragraphs 8 and 9 of its decision 2023/10, on the Misconduct Disclosure Scheme, welcomes the steps taken by UNICEF to pilot the Scheme, and requests the organization to continue to report on results and lessons learned, within existing reporting, and contribute to ongoing efforts by the United Nations Secretariat to explore whether the Scheme and the United Nations ClearCheck database can serve as complements to each other.

*Annual session  
12 June 2025*

## **2025/12**

### **Update on organizational culture and diversity**

*The Executive Board*

*Takes note* of the update provided by UNICEF on organizational culture and diversity ([E/ICEF/2025/17](#)).

*Annual session  
12 June 2025*

## **2025/13**

### **Update on implementation efforts on the repositioning of the United Nations development system**

*The Executive Board*

1. *Welcomes* the update provided by UNICEF on implementation efforts on the repositioning of the United Nations development system;

2. *Also welcomes* the progress of UNICEF in implementing the United Nations development system reform checklist, which is included as an annex to the update, and requests that remaining areas of uneven progress be addressed;

3. *Recalls* its decision 2024/11 and reaffirms its strong commitment to the United Nations development system reform;

4. *Requests* UNICEF to contribute to the United Nations country team configuration exercises and the implementation of their outcomes, to ensure that its presence at the country level is tailored to meet the specific challenges, priorities and needs of programme countries;

5. *Also requests* UNICEF to intensify its efforts to contribute to system-wide and inter-agency efficiencies, including through expanding the use of global shared services, common back offices and common premises, prioritizing the most cost-effective and resource-efficient efforts;



6. *Further requests* UNICEF to continue to pay in full its cost-sharing contributions in support of the resident coordinator system;

7. *Recalls* its decisions 2022/16, 2023/15 and 2024/11, and requests UNICEF to take further steps to ensure that its country programme documents are derived from the United Nations Sustainable Development Cooperation Frameworks, including (a) sharing with the Executive Board the written confirmation from resident coordinators of alignment of the draft country programme documents and (b) informing the resident coordinators in a timely manner of new programmes and financial agreements signed to implement the country programme documents, in line with the Management and Accountability Framework;

8. *Requests* UNICEF to continue to work with other United Nations entities to increase joint programming with relevant targets and indicators in the UNICEF Strategic Plan, 2026–2029, and at the country level, in line with its mandate and implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

9. *Also requests* UNICEF to adhere to all elements of the Management and Accountability Framework and to constructively engage in the review of the Framework.

*Annual session  
12 June 2025*

## **2025/14**

### **Annual report for 2024 on the evaluation function in UNICEF, and management response**

#### *The Executive Board*

1. *Takes note* of the annual report for 2024 on the evaluation function in UNICEF ([E/ICEF/2025/23](#)) and its management response ([E/ICEF/2025/24](#));

2. *Takes note with appreciation* of the strong integration of the role of the evaluation function in the UNICEF Strategic Plan, 2026–2029: draft for review, including in advancing accountability, learning and change processes;

3. *Welcomes* the intention of UNICEF to further strengthen the role of the evaluation function within UNICEF governance, risk management and oversight, and encourages continued efforts to foster an evaluation culture across the organization, with support and commitment from leadership;

4. *Requests* the UNICEF Evaluation Office to present its costed annual workplans to the Executive Board at the first regular session starting in 2026;

5. *Reiterates* the importance of the full independence of the evaluation function and its direct access to the Executive Board, and encourages UNICEF management to ensure the adequate and sustainable funding and staffing of the function.

*Annual session  
12 June 2025*

**2025/15**

**Report of the Ethics Office of UNICEF for 2024, and management response**

*The Executive Board*

1. *Takes note* of the report of the Ethics Office of UNICEF for 2024 ([E/ICEF/2025/21](#)) and its management response ([E/ICEF/2025/22](#));
2. *Welcomes* the continued progress made by the Ethics Office in promoting and strengthening the ethical culture of UNICEF;
3. *Reiterates* the importance of the full independence of the Ethics Office and its direct access to the Executive Board, and encourages UNICEF management to ensure the adequate and sustainable funding and staffing of the Office.

*Annual session  
12 June 2025*

**2025/16**

**UNICEF Office of Internal Audit and Investigations 2024 annual report to the Executive Board, and management response**

*The Executive Board*

1. *Takes note* of the UNICEF Office of Internal Audit and Investigations 2024 annual report to the Executive Board ([E/ICEF/2025/AB/L.3](#)), its two addenda ([E/ICEF/2025/AB/L.3/Add.1](#) and [E/ICEF/2025/AB/L.3/Add.2](#)) and its management response ([E/ICEF/2025/AB/L.4](#)), and welcomes the overall opinion on the adequacy and effectiveness of the organization's framework of governance, risk management and controls;
2. *Also takes note* of the progress made in implementing the recommendations of the UNICEF Office of Internal Audit and Investigations and calls upon UNICEF to ensure the full and timely implementation of all audit recommendations;
3. *Further takes note* of the UNICEF Audit Advisory Committee 2024 annual report to the Executive Board;
4. *Reiterates* the importance of the full independence of the UNICEF Office of Internal Audit and Investigations and its direct access to the Executive Board, and encourages UNICEF management to ensure the adequate and sustainable funding and staffing of the Office;
5. *Invites* UNICEF to organize an informal briefing of the Executive Board with the UNICEF Audit Advisory Committee ahead of the annual session of 2026.

*Annual session  
12 June 2025*

**2025/17**

**Annual report on the risk profile of UNICEF**

*The Executive Board*

1. *Takes note* of the annual report on the risk profile of UNICEF ([E/ICEF/2025/25](#)), including the six identified risks of strategic importance to the organization for the period 2025–2026, and welcomes the measures proposed by UNICEF to effectively respond to these risks;

2. *Encourages* UNICEF to communicate and consult with the Executive Board about risks at any time if they exceed the organization's risk appetite and its ability to manage these risks;

3. *Requests* UNICEF to, as part of the recurring agenda item, include in its annual report on the risk profile of UNICEF, information on actions taken to ensure systematic implementation of risk policies and practices, and to ensure that compliance is embedded throughout the organization and encouraged in implementing partners.

*Annual session  
12 June 2025*

## **2025/18**

### **Fundraising and Partnerships: financial report for the year ended 31 December 2024**

#### *The Executive Board*

1. *Takes note* of the Private Fundraising and Partnerships: financial report for the year ended 31 December 2024 ([E/ICEF/2025/AB/L.5](#));

2. *Also takes note* that the revenue figures presented in this report are subject to external audit and that the non-financial results are indicative.

*Annual session  
12 June 2025*

## **Second regular session, 2–5 September 2025**

## **2025/19**

### **UNICEF Strategic Plan, 2026–2029**

#### *The Executive Board*

1. *Endorses* the UNICEF Strategic Plan, 2026–2029 ([E/ICEF/2025/29](#) and [E/ICEF/2025/29/Add.1](#)), which shall be implemented consistent with this decision, takes note of its annexes, and requests UNICEF to provide updated baselines, milestones and targets for the Integrated Results and Resources Framework of the new Strategic Plan to the Executive Board at its annual session of 2026;

2. *Notes* that the Strategic Plan is the overall strategic framework for UNICEF and is not intergovernmentally negotiated, and acknowledges that the Strategic Plan includes some references to terms and documents that have not been intergovernmentally endorsed in the United Nations system;

3. *Requests* UNICEF to implement the Strategic Plan, 2026–2029 in accordance with the principles of national ownership of programme countries, taking into account their national priorities and needs, and recognizing their different contexts and particular characteristics, guided by international human rights treaties and humanitarian principles for humanitarian assistance;

4. *Also requests* UNICEF to present to the Executive Board at its annual session of 2028 a thorough midterm review of the UNICEF Strategic Plan, 2026–2029 and its annexes and, if required, updates to the Plan and the Integrated Results and Resources Framework, to ensure an effective implementation, sound monitoring and improved results;

5. *Recalls* its decision 2025/13, paragraph 8, and requests UNICEF to include in the annual report of the Executive Director on the implementation of the UNICEF Strategic Plan, 2026–2029, including in its midterm review, information on results jointly achieved with United Nations development system entities identified through common and complementary indicators.

*Second regular session  
5 September 2025*

## **2025/20**

### **Structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025**

#### *The Executive Board*

1. *Takes note* of the Structured dialogue on financing the results of the UNICEF Strategic Plan, 2022–2025 ([E/ICEF/2025/31](#));

2. *Also takes note* of ongoing trends in regular and other resources and the implications for the ability of UNICEF to deliver on its mandate;

3. *Encourages* Member States to increase contributions to regular and flexible funding modalities, including multi-year and thematic contributions, and to disburse funds in a timely manner to support effective delivery;

4. *Also encourages* UNICEF to continue its engagement with Member States through structured and sustained funding dialogues on prioritizing contributions to regular resources and shifting from highly earmarked to more predictable and quality funding, in line with the funding compact commitments;

5. *Notes with concern* the decrease in thematic funding, which is also critical for the organization to be able to accelerate programming to meet the goals outlined in the UNICEF Strategic Plan, 2022–2025, particularly in those areas that are severely underfunded, and encourages Member States to also prioritize this flexible funding modality;

6. *Recalls* its decision 2024/25, paragraph 8, and requests UNICEF, in collaboration with the United Nations Development Programme, the United Nations Population Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), to include information on challenges that hinder full implementation of the joint cost-recovery policy in subsequent joint harmonized reports;

7. *Encourages* UNICEF to continue to engage with Member States and other contributing partners to implement the cost-recovery policy, avoiding the use of regular resources to subsidize activities financed by non-core resources.

*Second regular session  
5 September 2025*

## **2025/21**

### **Update on UNICEF efforts to address racism and racial discrimination**

#### *The Executive Board*

1. *Takes note* of the update provided on UNICEF efforts to address racism and racial discrimination ([E/ICEF/2025/18/Rev.1](#));

2. *Requests* UNICEF to continue to take concrete efforts in this regard, including at country level;

3. *Notes* the efforts by UNICEF to implement the entity-specific and system-wide recommendations in the Joint Inspection Unit note titled Review of measures and mechanisms for addressing racism and racial discrimination in United Nations system organizations: managing for achieving organizational effectiveness (JIU/NOTE/2022/1/Rev.1), and requests UNICEF to continue to implement the recommendations, in line with Executive Board decision 2024/10, paragraphs 12 and 13, including through enhanced cooperation through formal inter-agency coordination;

4. *Requests* UNICEF to take measures to prevent all forms of racial discrimination in recruitment, retention and leadership development, and to further explore initiatives, such as partnerships with regional institutions and internship, fellowship and young professionals programmes;

5. *Also requests* UNICEF to ensure as wide a geographical basis of staff and personnel recruitment as possible at all levels, including in management and leadership positions;

6. *Calls upon* UNICEF to ensure the provision of dedicated resources to address racism and racial discrimination, in line with recommendation 3 in the Joint Inspection Unit note;

7. *Requests* UNICEF to inform the Executive Board of the measures taken to ensure that actions to address racism and racial discrimination are duly considered in its approaches when implementing the recommendations in the Joint Inspection Unit note;

8. *Urges* UNICEF, in line with recommendation 5 in the note, to collaborate with the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination to establish a system-wide accountability framework, with harmonized results, outcomes and key performance indicators for addressing racism and racial discrimination, to enable the integration of this work into regular human resources systems and reporting;

9. *Decides* to include an agenda item on addressing racism and racial discrimination, for decision, at the first regular session of 2026, and requests UNICEF to submit a separate report detailing all actions taken in this regard, including on metrics to measure progress, to ensure that the issue receives sufficient visibility.

*Second regular session  
5 September 2025*

## **2025/22**

### **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**

#### *The Executive Board*

1. *Recalls* its decision 2024/15 to participate in a joint working group to consider the report of the Joint Inspection Unit titled Review of governance and oversight of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (JIU/REP/2023/7), with the participation of representatives of the Executive Boards of the United Nations Development Programme/United Nations Population Fund/United Nations Office for

Project Services and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women);

2. *Also recalls* its decision 2024/15, which requested the working group to provide regular updates to the participating Boards, as necessary, starting after the first regular session of 2025;

3. *Welcomes* the update of the joint working group presented at the second regular session of 2025;

4. *Requests* the joint working group to deliver on its mandate, in line with the approved road map, without delay, and to present timely and concrete proposals for the consideration of the participating Executive Boards, as appropriate;

5. *Encourages* the joint working group, in delivering on its mandate, to take into account developments and reform proposals emanating from the UN80 Initiative, with a view to ensuring potential synergies;

6. *Requests* UNICEF, including its independent offices, to provide timely analytical and technical support to the joint working group, upon its request;

7. *Reiterates* its request that the secretariat of the Executive Board provide information and support services, as requested by the joint working group, to facilitate its work.

*Second regular session  
5 September 2025*

## **2025/23**

### **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.

*Second regular session  
5 September 2025*

**Decisions adopted by the Executive Board at the second regular session of 2025 under agenda items 6 (a): Country programme documents and 6 (b): Extensions of ongoing country programmes**

**2025/24**

**Country programme documents**

The Executive Board approved, in accordance with its decision 2014/1, the country programme documents, including aggregate indicative budgets, for Armenia, Belarus, Bosnia and Herzegovina, China, Côte d'Ivoire, Indonesia, Kazakhstan, Liberia, North Macedonia, Oman, Serbia, including the results and resources framework for Kosovo (under United Nations Security Council resolution 1244 (1999)), Timor-Leste, Turkmenistan, Uganda and Uzbekistan ([E/ICEF/2025/P/L.9–E/ICEF/2025/P/L.24](#) and [E/ICEF/2025/P/L.18/Add.1](#)).

*Second regular session  
3 September 2025*

**2025/25**

**Extensions of ongoing country programmes**

1. The Executive Board took note 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, all of which were approved by the Executive Director and are presented in table 1 of document [E/ICEF/2025/P/L.25/Rev.1](#);

2. The Executive Board approved the proposed 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, all of which are presented in table 2 of document [E/ICEF/2025/P/L.25/Rev.1](#).

*Second regular session  
3 September 2025*

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