

Annual report for 2025 of the Executive Director of UNICEF

unicef 
for every child

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The 2025 Operating Context and UNICEF's Response



Armed conflict and violence: **1 in 5 children** lives in or has fled a conflict zone



Economic instability leading to child poverty: **~2 in 3 children** live in poverty, with 412 million in extreme poverty



Climate and environmental risks: **4 in 5 children** face at least one extreme climate hazard each year




"Zero-dose" persists: Routine immunization is recovering but the number of zero-dose children has increased to **14.3 million**



Inequitable educational access: **273 million** children and youth are out of school

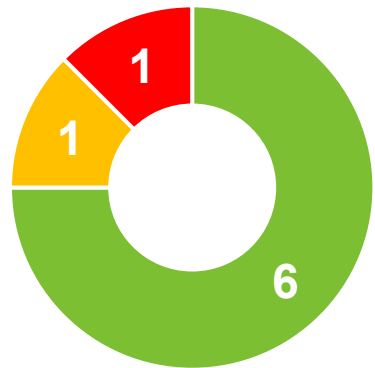
- ▶ Further strengthened quality and timeliness of humanitarian response, including localization and humanitarian diplomacy
- ▶ Expanded access to social protection and cash transfer
- ▶ Systems-based, child-centered resilience strategy to climate and environmental crises
- ▶ Facilitated equitable access to social services and to essential supplies
- ▶ Leveraged partnerships and resources for children
- ▶ Improved digital safeguarding and privacy policies

UNICEF 2025 Performance in Goal Areas



Goal Area 1
Survive and thrive

8 result areas

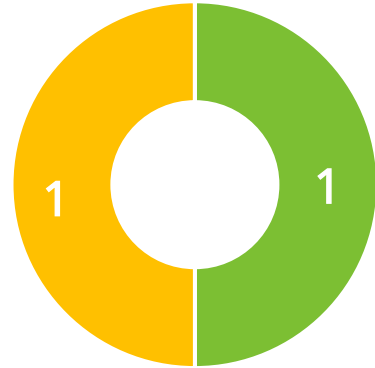


- Fast-track the end of HIV/AIDS
- Mental health and psychosocial well-being



Goal Area 2
Learning and skills acquisition

2 result areas

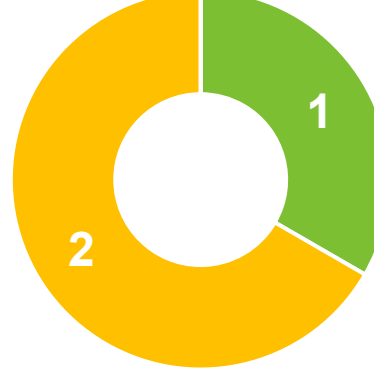


- Learning, skills, participation and engagement



Goal Area 3
Protection from violence and exploitation

3 result areas

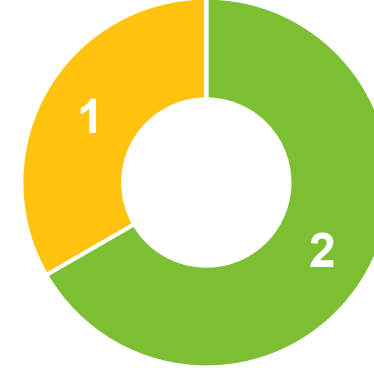


- Promotion of care, mental health & psychosocial wellbeing
- Prevention of harmful practices



Goal Area 4
Safe and clean environment

3 result areas



- Water, sanitation and hygiene systems and empowerment of communities



Goal Area 5
Living free from child poverty and access to social protection

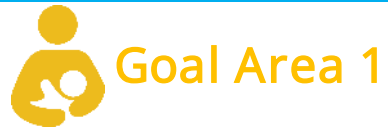
2 result areas



- Access to inclusive social protection

- Progress rate ≥ 90%
- Progress rate = 60-89%
- Progress rate ≤ 59%

Key Achievements in Goal Areas and Cross-Cutting Programmes in 2025



191.2 million vaccinated against measles

423 million under-5 children benefiting from programmes for prevention of all forms of malnutrition



4.5 million children and adolescents who experienced violence reached by social services

46.7 million children and adults provided with community-based mental health and psychosocial support services



69.7 million households reached by cash transfers

In 92 countries, 933,594 children with disabilities received assistive devices and inclusive products



10.9 million women and children in humanitarian contexts provided with risk mitigation, prevention or response interventions to address gender-based violence



27.2 million out-of-school children accessed education

13.6 million children accessed education through digital platforms



34.7 million people gained access to safe basic water

15.9 million gained access to basic hygiene service



74.2 million children and adults had access to a safe and accessible channel to report sexual exploitation and abuse







Met or exceeded 89% of the UN-SWAP minimum standards



Actively contributed to 6 work packages under the Secretary-General's UN80 Action Plan

Performance in Change Strategies and Enablers

Change Strategies

	Advocacy and communications	135%
	Community engagement, social and behaviour change	125%
	Data, research, evaluation and knowledge management	91%
	Digital transformation	112%
	Gender-equality programming for transformative results	97%
	Innovation	95%
	Partnerships and engagement: public and private	71%
	Risk-informed humanitarian and development nexus programming	101%
	Systems strengthening to leave no one behind	91%

Enablers

	Accelerated resource mobilization	99%
	Agile and responsive business model	96%
	Decentralized and empowered internal governance and oversight	95%
	Dynamic and inclusive people and culture	91%
	Strategic internal communication and staff engagement	150%

Expenses and Revenue

Total revenue for 2025 was **\$7.9 billion** (decrease of 9 per cent from 2024)

Public sector revenue decreased by **\$1.1 billion** (down 17 per cent from 2024)

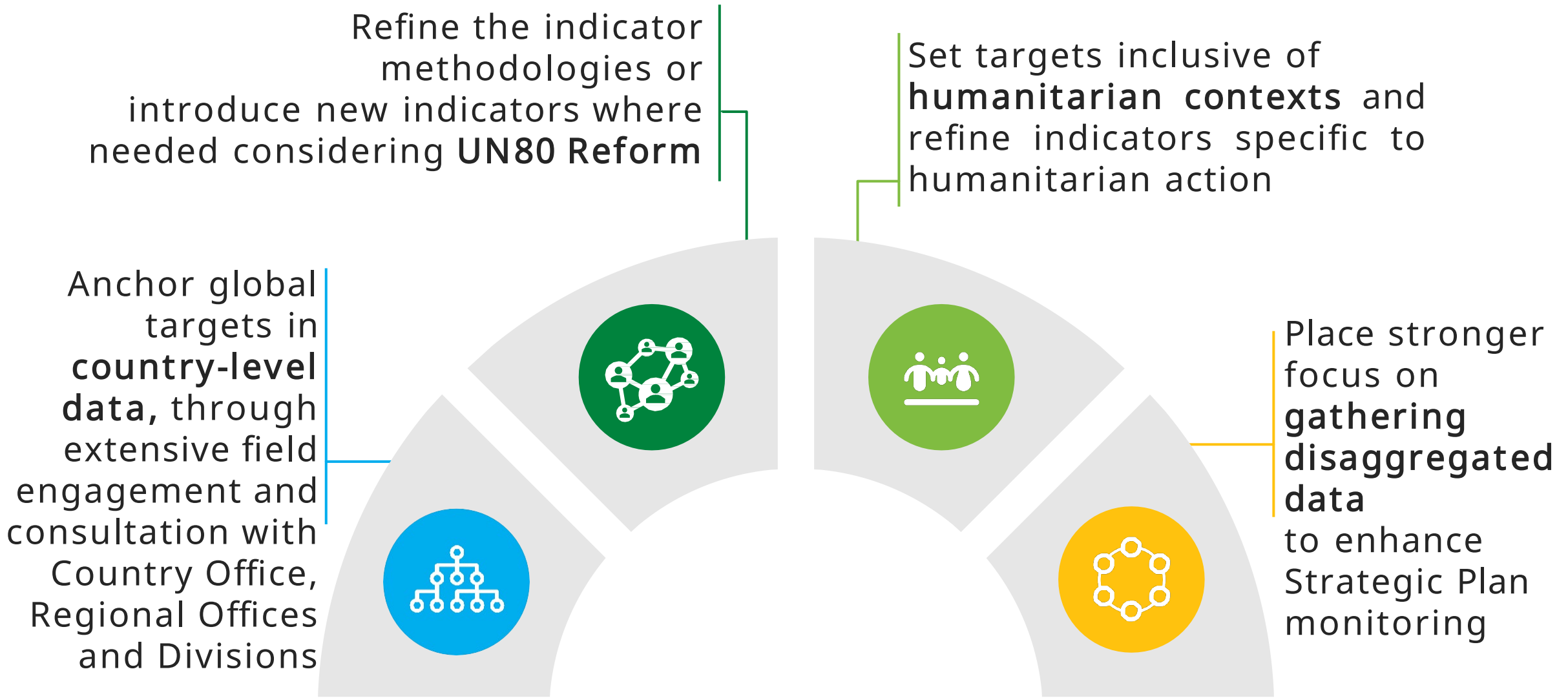
Private sector revenue: **\$2.2 billion** (increased by 19 per cent from 2024)

Regular resource revenue from the public sector increased to **\$505 million** in 2025 (from **\$387 million** in 2024)

Revenue for humanitarian assistance was **\$2.7 billion** in 2025 (12 per cent lower than in 2024)

Direct programme expense by Strategic Plan Goal Area, 2025	Total expense (millions)
Every child survives and thrives , with access to nutritious diets, quality primary health care, nurturing practices and essential supplies	\$3,325.8
Every child learns and acquires skills for the future	\$1,559.6
Every child is protected from violence , exploitation, abuse, neglect and harmful practices	\$933.8
Every child has access to safe and equitable water, sanitation and hygiene services and supplies, and lives in a safe and sustainable climate and environment	\$1,242.2
Every child has access to inclusive social protection and lives free of poverty	\$606.8
Total	\$7,668.1

Key Considerations in Target Setting for 2026-2029



Strategic Plan 2026-2029 Architecture

28 QCPR related indicators have been added or tagged

5 Impact Results = 17 impact indicators

10 million child lives saved and at least 500 million children healthy, well nourished and developmentally on-track.

350 million more children and young people learning and skilled

100 million fewer children in multidimensional poverty

350 million children protected from violence

500 million children better protected from disasters and climate and environmental risks

20 sublevel results = 34 outcome indicators

9 sublevel results with 14 outcome indicators

3 sublevel results with 4 outcome indicators

3 sublevel results with 3 outcome indicators

3 sublevel results with 8 outcome indicators

2 sublevel results with 5 outcome indicators

84 output indicators



6 strategies



4 enablers



3 accelerators



Thank you