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United Nations Children's Fund

Executive Board

Compendium of decisions adopted by the Executive Board at its annual session of 2026

<i>Decision</i>	<i>Page</i>
Annual session, 16–19 June 2026	
2026/10 Annual report for 2025 of the Executive Director of UNICEF	2
2026/11 Annual report on UNICEF humanitarian action.....	2
2026/12 Update on protection from sexual exploitation and abuse	3
2026/13 Update on organizational culture and diversity	3
2026/14 Update on implementation efforts on the repositioning of the United Nations development system.....	5
2026/15 Update on the UN80 Initiative and implementation by UNICEF	6
2026/16 Annual report for 2025 on the evaluation function in UNICEF, and management response.....	6
2026/17 Report of the Ethics Office of UNICEF for 2025, and management response.....	7
2026/18 UNICEF Office of Internal Audit and Investigations 2025 annual report to the Executive Board, and management response.....	7
2026/19 Annual report on the risk profile of UNICEF	9
2026/20 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.....	9
2026/21 Private Fundraising and Partnerships: financial report for the year ended 31 December 2025	10
Decision adopted by the Executive Board at the annual session of 2026 under agenda item 6: Extensions of ongoing country programmes	
2026/22 Extensions of ongoing country programmes.....	10



2026/10

Annual report for 2025 of the Executive Director of UNICEF

The Executive Board

1. *Takes note* of the Annual report for 2025 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 five recommendations of the Joint Inspection Unit intended for consideration by the Executive Board;

4. *Recalls* its decisions 2025/8, paragraphs 4 and 5, and 2025/23, paragraph 11, and requests UNICEF to submit an information note on the Future Focus Initiative in advance of the informal briefing to the Executive Board ahead of the second regular session of 2026 that includes, among other things, an update on changes to the organization's staffing structure, an updated organizational chart, as well as information on how UNICEF is engaging with staff and the Global Staff Association during this organizational change process, the financial implications of the Initiative, the management of risks related to the Initiative, lessons learned and any further steps to be taken in the implementation of the Initiative.

*Annual session
19 June 2026*

2026/11

Annual report on UNICEF humanitarian action

The Executive Board

1. *Takes note* of the Annual report on UNICEF humanitarian action (E/ICEF/2026/13);

2. *Emphasizes* the importance of promoting a seamless transition from emergency relief to development assistance, and encourages UNICEF to further enhance collaboration, including with multilateral development banks and local partners, to build long-term resilience for children;

3. *Encourages* UNICEF to continue its active engagement in the Humanitarian Reset, and requests UNICEF to continue to provide information to the Executive Board on this engagement as part of its updates and reporting on humanitarian action;

4. *Notes* the importance of the centrality of protection in humanitarian action, and encourages UNICEF to continue to integrate protection considerations across its programme cycles, in full respect of humanitarian principles and in accordance with the United Nations guiding principles for humanitarian assistance;

5. *Recalls* its decision 2024/7, and encourages UNICEF to continue to advance its work on localization, and requests UNICEF to continue to report to the

Executive Board on the results achieved in that regard as part of its updates and reporting on humanitarian action.

*Annual session
19 June 2026*

2026/12

Update on protection from sexual exploitation and abuse

The Executive Board

1. *Takes note* of the Update on protection from sexual exploitation and abuse ([E/ICEF/2026/15](#));

2. *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;

3. *Requests* the continued commitment and support of UNICEF leadership to strengthen the efforts of UNICEF to ensure a victim-/survivor-centred, effective approach to the prevention and elimination of, and response to, sexual exploitation and abuse and sexual harassment, and to foster an inclusive and respectful organizational culture in which all personnel are empowered and encouraged to report sexual exploitation and abuse and sexual harassment and are protected against retaliation, as part of wider efforts to strengthen a coherent system-wide approach;

4. *Encourages* UNICEF to continue to improve the quality and consistency of assistance for victims/survivors of sexual exploitation and abuse, and to make efforts to conclude outstanding investigations;

5. *Requests* UNICEF to continue to increase the effectiveness and efficiency of prevention, protection, awareness-raising and response efforts through inter-agency and system-wide collaboration, including by conducting joint assessments, building the capacity of implementing partners, and engaging jointly with communities where appropriate, and to further strengthen oversight and accountability mechanisms that reinforce institutional integrity and public confidence;

6. *Recalls* paragraphs 8 and 9 of its decision 2023/10, requests UNICEF to continue the use of the United Nations ClearCheck 2.0 database and to pilot the Misconduct Disclosure Scheme, with a view to improving vetting and reducing the risk of hiring perpetrators of sexual exploitation and abuse and sexual harassment, and also requests UNICEF to update the Executive Board at the annual session on the launch of the pilot and on how the organization is advancing the Scheme's implementation, and to encourage wider adoption of the Scheme by other United Nations entities.

*Annual session
19 June 2026*

2026/13

Update on organizational culture and diversity

The Executive Board

1. *Takes note* of the Update on organizational culture and diversity ([E/ICEF/2026/16/Rev.1](#)) provided by UNICEF;

2. *Emphasizes* that a collaborative, inclusive, ethical, diverse and empowering organizational culture serves as a critical enabler for maximizing the programmatic impact of UNICEF on the ground as the organization implements the UNICEF Strategic Plan, 2026–2029;

3. *Requests* UNICEF, with firm commitment and support from leadership, to prioritize staff well-being, including psychological safety and trust; monitor the impact of organizational change processes on staff well-being; develop management approaches that could improve the results and mitigate related risks; and share results with the Executive Board as part of this agenda item at the annual session of 2027;

4. *Also requests* UNICEF to actively engage the Global Staff Association in ongoing and future organizational change processes, including the Future Focus Initiative;

5. *Further requests* UNICEF, in the context of the implementation of the Future Focus Initiative, to make efforts to maintain the integrity of its operations at both headquarters and duty stations organization-wide, and to continue to implement actions aimed at supporting its workforce across the organization, including through the implementation of the Staff Support Strategy; the post-Future Focus Initiative Global Staff Survey Action Plans; the Pulse Check survey on workplace culture; and the Organizational Culture Pathway under the Future Focus Initiative;

6. *Encourages* UNICEF to conduct a Global Staff Survey and to include results and data from the Survey, as well as results and data from the Pulse Check surveys and from the independent evaluation of human resources management, in its update to the Executive Board on this agenda item, starting at the annual session of 2027;

7. *Recalls* its decision 2024/10, paragraph 8, in which the Executive Board invited the Office of the Ombudsman for United Nations Funds and Programmes to present its annual report at the annual session of the Executive Board as part of this agenda item, and requests that this be reflected in the session agenda and that the report be published on the Executive Board website in a timely manner under this agenda item;

8. *Requests* UNICEF, as part of its annual update on this agenda item to the Executive Board, to provide more information on persistent challenges and on the effectiveness of measures taken to address them;

9. *Also requests* UNICEF to take further measures with a view to improving geographical representation and gender balance across the UNICEF workforce, and to report, within existing reporting, on steps taken in that regard;

10. *Urges* UNICEF to prioritize efficiency and “delivering as one” by promoting a culture that advances inter-agency collaboration at all levels, particularly at leadership and management levels;

11. *Encourages* UNICEF to explore measures aimed at strengthening the recruitment, development and retention of young professionals, including through internship, fellowship and talent pipeline programmes, in order to support succession planning, while improving geographical representation and gender balance;

12. *Welcomes* progress made in disability inclusion and requests UNICEF to continue to implement measures to improve accessibility, reasonable accommodation, and the recruitment, retention and career progression of persons with disabilities.

*Annual session
19 June 2026*

2026/14

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. *Takes note* of the progress made by UNICEF in implementing the United Nations development system reform checklist, submitted alongside the respective update and, recalling paragraph 2 of its decision 2025/13, reiterates its request to UNICEF to address the remaining areas of uneven progress;

3. *Encourages* UNICEF to use the findings of the System-wide evaluation on progress towards a “new generation of United Nations country teams” (SWEO/2025/001), and requests UNICEF to provide the Executive Board, at the annual session of 2027, further explanation of the rationale for partial acceptance of sub-recommendation 1.2 and of what steps UNICEF has taken to enhance the sharing of workplanning and resource mobilization information with resident coordinators and United Nations country teams and to integrate reform-related accountabilities to reduce duplication and promote more substantive alignment;

4. *Recalls* its decision 2025/13, paragraph 5, reiterates its request to 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, and requests UNICEF to provide an update, within existing reporting, on the challenges that UNICEF faces to implement these efforts, particularly at the country level;

5. *Welcomes* the alignment of the UNICEF Strategic Plan, 2026–2029 with the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and the inclusion of common and complementary indicators in the Integrated Results and Resources Framework of the UNICEF Strategic Plan, 2026–2029, and requests UNICEF to continue to work with other United Nations entities to increase joint programming and strengthen coherence across the United Nations system;

6. *Recalls* its decisions 2022/16, 2023/15, 2024/11 and 2025/13, and requests UNICEF to take further steps to ensure that its country programme documents are aligned with national development policies and priorities and the specific needs of programme countries, and are derived from the United Nations Sustainable Development Cooperation Frameworks or their equivalent, including by (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.

*Annual session
19 June 2026*

2026/15

Update on the UN80 Initiative and implementation by UNICEF

The Executive Board

1. *Takes note* of the update by UNICEF on the UN80 Initiative and its implementation;
2. *Notes with appreciation* the efforts by UNICEF on the UN80 Initiative, acknowledging in particular the added pressure on already stretched resources that these efforts entail;
3. *Encourages* UNICEF to continue to positively engage in and actively contribute to the UN80 Initiative, with a view to increasing system-wide coherence, efficiency, effectiveness and impact of the United Nations, including at country level, while continuing to deliver on its mandate;
4. *Recalls* General Assembly resolutions [79/318](#) and [80/155](#), and reaffirms the central role of Member States in the reform process, which should be inclusive, evidence-based and transparent; affirms the role of the Executive Board in the reform process as it relates to UNICEF; and calls upon UNICEF to actively and regularly engage with members and observers of the Executive Board in this regard;
5. *Also recalls* its decision 2026/1, and requests UNICEF to provide an information note and an informal briefing on its engagement across the UN80 Initiative, ahead of the second regular session of 2026;
6. *Requests* UNICEF to provide, within the information note requested in paragraph 5 of this decision, information and analysis on the impact of reforms at the country, regional and programmatic levels, including operational implementation and delivery, country office configuration in each region and technical capacities.

*Annual session
19 June 2026*

2026/16

Annual report for 2025 on the evaluation function in UNICEF, and management response

The Executive Board

1. *Takes note* of the Annual report for 2025 on the evaluation function in UNICEF ([E/ICEF/2026/17](#)) and its management response ([E/ICEF/2026/18](#));
2. *Recalls* the Revised evaluation policy of UNICEF ([E/ICEF/2023/27](#)), and reiterates the importance of the full independence of the evaluation function and its direct access to the Executive Board;
3. *Also recalls* the provisions of the revised evaluation policy concerning consultation with the Executive Board and the UNICEF Audit Advisory Committee on the appointment and termination of the Director of Evaluation, and emphasizes the importance of full adherence to these provisions in order to safeguard the independence, credibility and integrity of the evaluation function;
4. *Requests* UNICEF to present to the Executive Board, at its second regular session of 2026, a proposal outlining the modalities for consultation with the Executive Board with respect to the appointment, renewal, non-renewal and termination of the heads of independent oversight functions, including the timing,

format and scope of such consultation, with due regard to confidentiality, independence and established oversight practices;

5. *Also requests* UNICEF to organize an informal briefing for the Executive Board, ahead of the second regular session of 2026, to present preliminary proposals regarding consultation modalities with the Executive Board on the appointment, renewal, non-renewal and termination of the heads of the independent oversight functions;

6. *Reaffirms* that an independent and adequately resourced evaluation function is essential to supporting the oversight responsibilities and evidence-based decision-making of the Executive Board;

7. *Encourages* UNICEF to conduct a timely and independent evaluation of the Future Focus Initiative, and to share the evaluation with the Executive Board.

*Annual session
19 June 2026*

2026/17

Report of the Ethics Office of UNICEF for 2025, and management response

The Executive Board

1. *Takes note* of the Report of the Ethics Office of UNICEF for 2025 ([E/ICEF/2026/21](#)) and its management response ([E/ICEF/2026/22](#));

2. *Welcomes* the 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;

4. *Requests* UNICEF, as noted in decision 2026/16, to present to the Executive Board, at its second regular session of 2026, a proposal outlining the modalities for consultation with the Executive Board with respect to the appointment, renewal, non-renewal and termination of the heads of independent oversight functions, including the timing, format and scope of such consultation, with due regard to confidentiality, independence and established oversight practices;

5. *Also requests* UNICEF, as noted in decision 2026/16, to organize an informal briefing for the Executive Board, ahead of the second regular session of 2026, to present preliminary proposals regarding consultation modalities with the Executive Board on the appointment, renewal, non-renewal and termination of the heads of the independent oversight functions.

*Annual session
19 June 2026*

2026/18

UNICEF Office of Internal Audit and Investigations 2025 annual report to the Executive Board, and management response

The Executive Board

1. *Takes note* of the UNICEF Office of Internal Audit and Investigations 2025 annual report to the Executive Board ([E/ICEF/2026/AB/L.3](#)), its addenda ([E/ICEF/2026/AB/L.3/Add.1](#) and [E/ICEF/2026/AB/L.3/Add.2](#)) and its management response ([E/ICEF/2026/AB/L.4](#)), including the overall opinion on the adequacy and

effectiveness of the organization's governance, risk management and control framework, while drawing attention to the increasing concentration of audit findings, in particular oversight and monitoring, the high proportion of country offices requiring major improvement, and persistent control weaknesses in key risk areas;

2. *Also takes note* of the UNICEF Audit Advisory Committee 2025 annual report to the Executive Board;

3. *Further takes note* of the progress made in implementing the recommendations of the UNICEF Office of Internal Audit and Investigations, calls upon UNICEF to ensure the full and timely implementation of all audit recommendations, and encourages strengthened efforts in fraud risk management, particularly in high-risk operating environments;

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. *Recalls* its decisions 2022/21 and 2023/13 concerning the independence of the UNICEF Office of Internal Audit and Investigations, as well as the recommendations contained in the self-assessment of the independence of the Office set out in the Review of the functions of the UNICEF Office of Internal Audit and Investigations ([E/ICEF/2022/26](#));

6. *Also recalls* the recommendation contained in paragraph 27 (b) of the document [E/ICEF/2022/26](#), and requests UNICEF to revise the Charter of the Office of Internal Audit and Investigations to include provisions for consultation with the Executive Board with respect to the appointment, renewal, non-renewal and termination of the Director of the Office of Internal Audit and Investigations, and to present the revised Charter to the Executive Board in an item for decision at its second regular session of 2026;

7. *Requests* UNICEF, as noted in decision 2026/16, to present to the Executive Board, at its second regular session of 2026, a proposal outlining the modalities for consultation with the Executive Board with respect to the appointment, renewal, non-renewal and termination of the heads of independent oversight functions, including the timing, format and scope of such consultation, with due regard to confidentiality, independence and established oversight practices;

8. *Also requests* UNICEF, as noted in decision 2026/16, to organize an informal briefing for the Executive Board, ahead of the second regular session of 2026, to present preliminary proposals regarding consultation modalities with the Executive Board on the appointment, renewal, non-renewal and termination of the heads of the independent oversight functions;

9. *Further requests* UNICEF to review the activities of the Vendor Review Committee and Implementing Partner Review Board to identify any improvements needed and to ensure that appropriate and timely action is taken on all documented incidents of misconduct or non-compliance, as discussed in the UNICEF Office of Internal Audit and Investigations 2025 annual report, and to update the Executive Board on these efforts as part of the management response to the Office of Internal Audit and Investigations annual report at the annual session of 2027;

10. *Requests* UNICEF to organize a closed informal briefing of the Executive Board with the UNICEF Audit Advisory Committee ahead of the annual session of 2027.

*Annual session
19 June 2026*

2026/19

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/2026/23);
2. *Encourages* UNICEF to undertake a systematic self-assessment of the level of maturity of its system for enterprise risk management against the United Nations Reference Maturity Model for Risk Management developed by the United Nations High-level Committee on Management, and to present the outcome to the Executive Board in the Annual report on the risk profile of UNICEF in 2027;
3. *Requests* UNICEF to expedite its efforts to implement remaining audit recommendations related to enterprise risk management to ensure that it meets the organization's institutional readiness needs;
4. *Encourages* UNICEF management to ensure the sustainable and adequate funding of the office of the Chief Risk Officer.

*Annual session
19 June 2026*

2026/20

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 in which the Executive Board decided to participate in a joint working group to consider the Joint Inspection Unit report 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 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* that, in the same decision, the Executive Board requested the joint working group to provide regular updates to the participating Executive Boards, as necessary, starting after the first regular session of 2025;
3. *Welcomes* the update and interim report of the joint working group on the Joint Inspection Unit review presented at the annual session of 2026;
4. *Recalls* its decisions 2025/22 and 2026/5, and reiterates the requests contained therein;

5. *Agrees* to review the proposals of the joint working group for the implementation of the Joint Inspection Unit recommendations contained in the interim report, and takes note of the possibility for Executive Board members and observers to provide feedback in writing to the joint working group by 1 July 2026;

6. *Requests* the UNICEF secretariat, in collaboration with the secretariats of the participating Executive Boards, to schedule a joint informal briefing no later than mid-July 2026, wherein the joint working group and the participating Executive Boards can discuss the proposals for the implementation of the Joint Inspection Unit recommendations contained in the interim report;

7. *Reiterates* its request to the joint working group to submit elements of a draft decision for the independent consideration of the participating Executive Boards at their respective second regular sessions of 2026.

*Annual session
19 June 2026*

2026/21

Private Fundraising and Partnerships: financial report for the year ended 31 December 2025

The Executive Board

1. *Takes note* of the Private Fundraising and Partnerships: Financial report for the year ended 31 December 2025 ([E/ICEF/2026/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
19 June 2026*

Decision adopted by the Executive Board at the annual session of 2026 under agenda item 6: Extensions of ongoing country programmes

2026/22

Extensions of ongoing country programmes

The Executive Board approved the one-year extension of the country programme for Lebanon, following a one-year extension; and the one-year extension of the country programme for South Sudan, following a one-year extension, as presented in document ([E/ICEF/2026/P/L.10](#)).

*Annual session
17 June 2026*