

## **Joint information note of UNDP, UNFPA and UNICEF**

### **Road map to an integrated budget**

15 December 2009

#### *Summary*

At its second regular session 2009, the UNICEF Executive Board requested UNICEF, in collaboration with UNDP and UNFPA, to present for information at the first regular session 2010 a note outlining a 'road map' for achieving the objectives outlined in Executive Board decision 2009/20 on the biennial support budget for 2010-2011.

Similarly, at its second regular session 2009, the UNDP/UNFPA Executive Board requested UNDP and UNFPA, in collaboration with UNICEF, to present for information at the first regular session 2010 a note outlining a 'road map' for achieving the objectives outlined in Executive Board decisions 2009/22 and 2009/26, respectively, on the biennial support budgets for 2010-2011 of the organizations. Building on the above decisions by the Executive Boards of UNDP/UNFPA and UNICEF, the three organizations jointly prepared the present information note outlining a 'road map to an integrated budget'.

## Road map to an integrated budget effective 2014

Date	Follow-up actions to Executive Board decisions	Expected Executive Board feedback
<b>First regular session 2010 of the respective Executive Boards (January)</b>	The present information note will be presented at the first regular session of the respective Executive Boards.	Feedback and guidance; take note
January to June 2010	<p>The organizations will jointly review existing cost definitions and classifications of activities and associated costs, including those related to cost recovery, and fixed and variable indirect costs. The scope of the review will include all costs, and will not be limited to the costs traditionally included in the biennial support budgets. The expected outcome of the review is a comprehensive and harmonized proposed set of cost definitions and classification of activities and associated costs.</p> <p>Organizations will jointly review the results-based budgeting models and methodologies of selected United Nations organizations and bilateral donors to identify best practices.</p> <p>Benefiting from the outcome of the above-mentioned review, the organizations will begin work on an improved methodology for linking the institutional and management results in their respective strategic plans to the resource requirements.</p> <p>The organizations will brief the Executive Boards on the results of the review through joint informal sessions in June 2010.</p>	Feedback and guidance through informal consultations, March-June 2010
<b>Second regular session 2010 of the Executive Boards (September)</b>	<p>Organizations will submit a joint report to the second regular session 2010 of the Executive Board describing:</p> <ul style="list-style-type: none"> <li>(a) Proposed cost definitions and classifications of activities and associated costs for inclusion in their 2012-2013 budget documents; and</li> <li>(b) Results of the review of results-based budgeting models and methodologies and the implications for improved linkages between the institutional and management results in the strategic plans and the resources required to achieve the results.</li> </ul>	Guidance through a formal decision
September 2010 to June 2011	<p>Organizations will conduct reviews of their strategic plans, which will likely include revised institutional and management results for the period 2012-2013.</p> <p>Organizations will jointly review the effect of cost definitions and classifications of activities on the</p>	Feedback and guidance through informal consultations

Date	Follow-up actions to Executive Board decisions	Expected Executive Board feedback
	<p>harmonized cost recovery rates, also taking into account the progress of the United Nations Development Group High-Level Committee on Management Working Group on Cost Recovery Policy.</p> <p>Organizations will prepare their budget documents for 2012-2013, taking into account guidance provided by the Executive Boards at the second regular session 2010 and the annual session 2011. The budget documents will ensure comprehensive, transparent linkages to the institutional and management results frameworks of the strategic plans.</p> <p>Organizations will formally consult with the Advisory Committee on Administrative and Budgetary Questions on their 2012-2013 budget proposals and hold informal consultations with the Executive Boards as required.</p> <p>Organizations will assess the steps towards the introduction of the integrated budget effective 2014, building upon the cost classification methodology and results-based budgeting review presented at the second regular session 2010 of the Executive Boards (September).</p>	
<b>Second regular session 2011 of the Executive Boards (September)</b>	<p>Organizations will submit their 2012-2013 budget documents to the respective Executive Boards for approval. These will include the results of the joint review of the impact of cost definitions and classifications of activities on the harmonized cost recovery rates.</p> <p>Organizations will submit a joint preliminary briefing note on steps taken and progress achieved on the integrated budget effective 2014.</p>	<p>Approval</p> <p>Take note</p>
September 2011 to April 2012	Organizations will prepare a mock integrated budget, and carry out joint informal consultations with the respective Executive Boards in March 2012.	Feedback and guidance through informal consultations
<b>Annual session 2012 of the Executive Boards (June)</b>	Organizations will submit a joint report on steps taken and progress achieved towards an integrated budget, effective 2014, including a mock integrated budget.	Guidance through a formal decision
September 2012 to June 2013	Organizations will prepare proposed integrated budgets, effective 2014, in support of the new strategic plans and carry out informal consultations with the respective Executive Boards in May 2013.	Feedback and guidance through informal consultations
<b>Second regular session 2013 of the Executive Boards (September)</b>	Organizations will submit their strategic plans and integrated budgets to the respective Executive Boards for approval.	Approval