



Economic and Social Council

Distr.: Limited
26 June 2017

Original: English

For decision

United Nations Children's Fund

Executive Board

Second regular session 2017

12-15 September 2017

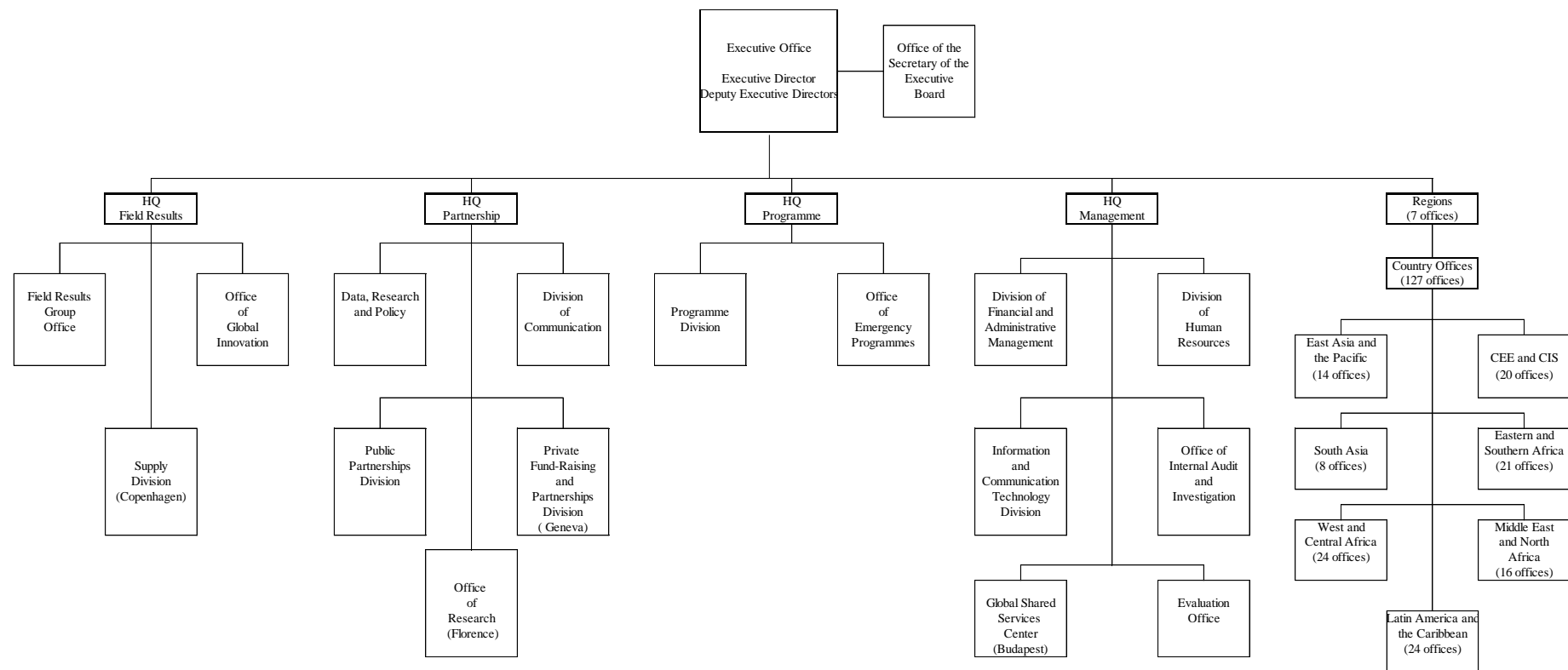
Item 10 of the provisional agenda*

Annex to the UNICEF integrated budget, 2018-2021

Summary

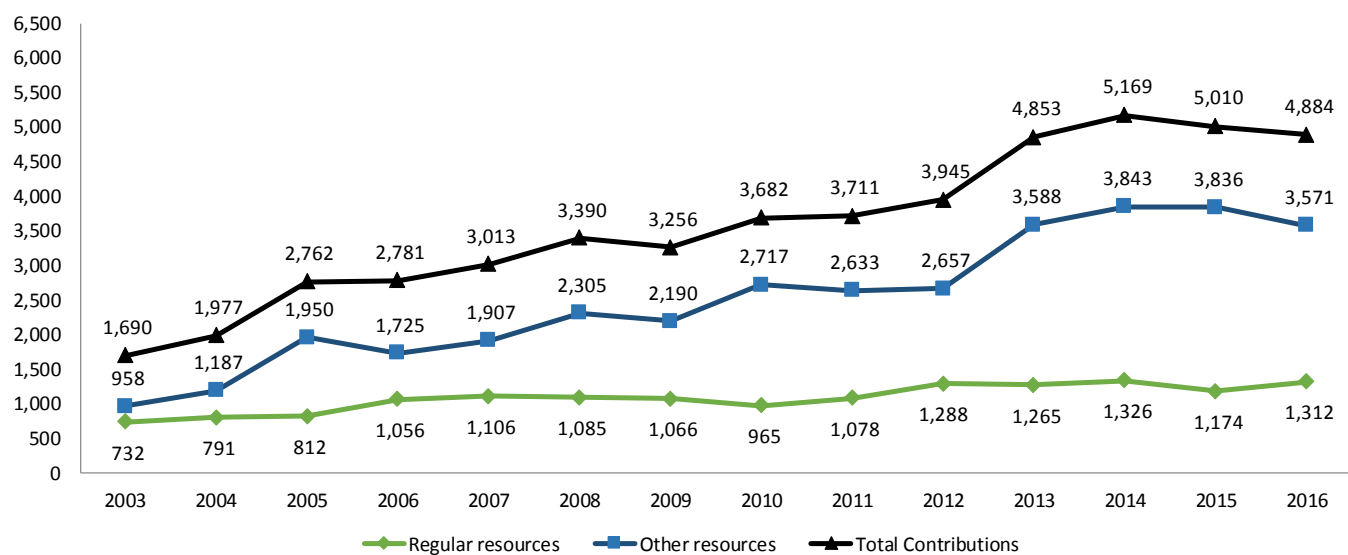
The present document presents the annex to the UNICEF integrated budget, 2018-2021 (E/ICEF/2017/AB/xx/xxx), containing appendix A through G, and should be considered as part of that document.

Appendix A – Organization of the secretariat of UNICEF, 2018-2021

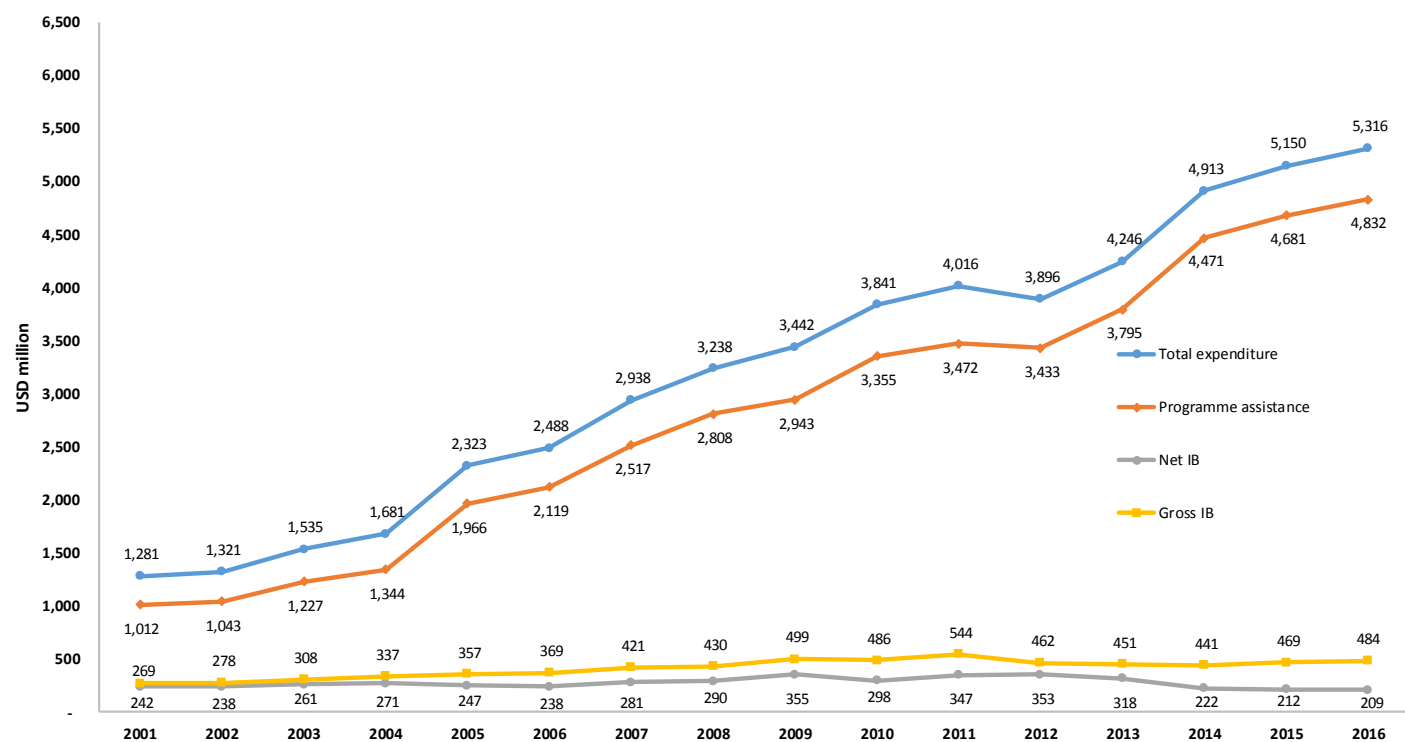


Appendix B – Actual income and expenditure, 2001-2016

Actual income, 2001-2016



Actual expenditure, 2001-2016



Appendix C – Comparison of plan and actual/estimated resource plan, 2014-2017

Comparison to original strategic plan as presented in September, 2013.

	<i>Plan (E/ICEF/2013/AB/L.4)</i>					<i>Actual/estimate</i>				
	Regular resources	Other resources	Total resources		Trust funds	Regular resources	Other resources	Total resources		Trust funds
	\$m	\$m	\$m	%	\$m	\$m	\$m	%	\$m	
1. Resources available										
Opening balance	661.5	1,799.7	2,461.2		622.5	575.3	1,853.1	2,428.4		585.7
Income										
Contributions	5,353.0	10,648.0	16,001.0		-	4,696.8	14,970.9	19,667.7		-
Other income and reimbursements	280.0	-	280.0		-	427.4	-	427.4		-
Total income	5,633.0	10,648.0	16,281.0			5,124.1	14,970.9	20,095.1		
Trust funds					7,432.0					6,909.3
Tax reimbursement adjustment	(96.0)	-	(96.0)		-	(76.9)	-	(76.9)		-
Total available	6,198.5	12,447.7	18,646.2		8,054.5	5,622.6	16,824.0	22,446.6		7,495.1
2. Use of resources										
A. Development										
A.1. Programmes	4,091.0	10,713.6	14,804.7	84.5%	7,432.0	3,634.8	14,372.5	18,007.3	87.2%	6,767.6
A.2. Development effectiveness	467.4	100.1	567.5	3.2%	-	434.1	100.1	534.2	2.6%	-
Subtotal - development	4,558.4	10,813.7	15,372.2	87.7%	7,432.0	4,068.9	14,472.6	18,541.5	89.8%	6,767.6
B. United Nations development coordination activities	20.3	16.3	36.6	0.2%	-	21.6	16.2	37.8	0.2%	-
C. Management	648.7	786.7	1,435.4	8.2%	-	328.4	965.7	1,294.1	6.3%	-
D. Special purpose										
D.1. Capital investments	18.7	36.3	55.0	0.3%	-	18.3	61.4	79.7	0.4%	-
D.2. Private sector fundraising	454.0	-	454.0	2.6%	-	430.2	72.1	502.4	2.4%	-
D.3. Other	174.1	-	174.1	1.0%	-	192.8	-	192.8	0.9%	-
Subtotal - special purpose	646.8	36.3	683.1	3.9%	-	641.3	133.5	774.9	3.8%	-
Institutional budget (A.2+B+C+D.1)	1,155.1	939.4	2,094.5	11.9%	-	802.5	1,143.4	1,945.9	9.4%	-
Integrated budget (A+B+C+D)	5,874.2	11,653.0	17,527.3	100.0%	7,432.0	5,060.3	15,588.1	20,648.3	100.0%	6,767.6
3. Projected closing balance of resources	324.3	794.7	1,118.9		622.5	562.3	1,235.9	1,798.2		727.4

Comparison to mid-term review of the strategic plan as presented in June, 2016

	<i>Plan (E/ICEF/2016/AB/L.2/Rev.1)</i>					<i>Actual/estimate</i>				
	Regular resources	Other resources	Total resources		Trust funds	Regular resources	Other resources	Total resources		Trust funds
	\$m	\$m	\$m	%	\$m	\$m	\$m	%	\$m	
1. Resources available										
Opening balance	575.3	1,853.1	2,428.4		586.0	575.3	1,853.1	2,428.4		585.7
Income										
Contributions	4,697.7	13,685.7	18,383.4		-	4,696.8	14,970.9	19,667.7		-
Other income and reimbursements	402.5	-	402.5		-	427.4	-	427.4		-
Total income	5,100.2	13,685.7	18,785.9			5,124.1	14,970.9	20,095.1		
Trust funds					7,577.0					6,909.3
Tax reimbursement adjustment	(76.6)	-	(76.6)		-	(76.9)	-	(76.9)		-
Total available	5,598.9	15,538.8	21,137.7		8,163.0	5,622.6	16,824.0	22,446.6		7,495.1
2. Use of resources										
A. Development										
A.1. Programmes	3,651.8	13,429.1	17,080.9	86.0%	7,333.0	3,634.8	14,372.5	18,007.3	87.2%	6,767.6
A.2. Development effectiveness	467.4	100.1	567.5	2.9%	-	434.1	100.1	534.2	2.6%	-
Subtotal - development	4,119.2	13,529.2	17,648.4	88.9%	7,333.0	4,068.9	14,472.6	18,541.5	89.8%	6,767.6
B. United Nations development coordination activities	20.3	16.3	36.6	0.2%	-	21.6	16.2	37.8	0.2%	-
C. Management	531.2	904.2	1,435.4	7.2%	-	328.4	965.7	1,294.1	6.3%	-
D. Special purpose										
D.1. Capital investments	20.4	34.6	55.0	0.3%	-	18.3	61.4	79.7	0.4%	-
D.2. Private sector fundraising	410.6	86.0	496.6	2.5%	-	430.2	72.1	502.4	2.4%	-
D.3. Other	182.5	-	182.5	0.9%	-	192.8	-	192.8	0.9%	-
Subtotal - special purpose	613.4	120.6	734.1	3.7%	-	641.3	133.5	774.9	3.8%	-
Institutional budget (A.2+B+C+D.1)	1,039.3	1,055.2	2,094.5	10.5%	-	802.5	1,143.4	1,945.9	9.4%	-
Integrated budget (A+B+C+D)	5,284.1	14,570.3	19,854.4	100.0%	7,333.0	5,060.3	15,588.1	20,648.3	100.0%	6,767.6
3. Projected closing balance of resources	314.7	968.5	1,283.3		830.0	562.3	1,235.9	1,798.2		727.4

Appendix D – Institutional budget ratios, 2002-2003 to 2014-2017

	Actual												Actual/estimate	
	2002-2003		2004-2005		2006-2007		2008-2009		2010-2011		2012-2013		2014-2017	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Institutional Budget	568.8		682.2		739.0		892.5		982.5		913.4		1,945.9	
Funded from regular resources	466.1	82%	481.3	71%	468.3	63%	572.2	64%	597.8	61%	577.7	63%	802.5	41%
Funded from other resources and other recoveries	102.7	18%	200.9	29%	270.7	37%	320.3	36%	384.7	39%	335.7	37%	1,143.4	59%
Total Regular resources	1,206.0		1,365.0		1,745.0		2,087.8		2,183.5		2,405.6		5,060.3	
Used for programmes	739.9	61%	883.7	65%	1,276.7	73%	1,515.6	73%	1,585.7	73%	1,827.9	76%	4,257.8	84%
Used for institutional budget	466.1	39%	481.3	35%	468.3	27%	572.2	27%	597.8	27%	577.7	24%	802.5	16%

Appendix E – Annual income projections, 2018-2021

	<i>Actual/Estimate</i>				<i>Plan</i>			
	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>
Regular resources								
Governments	660	546	562	512	532	540	554	564
Private sector	572	530	629	685	757	853	959	1,042
Other revenue	94	97	121	115	115	125	125	135
Total – regular resources	1,326	1,174	1,312	1,312	1,405	1,517	1,638	1,742
<i>Growth percentage</i>	<i>5 %</i>	<i>(11)%</i>	<i>12 %</i>	<i>(0)%</i>	<i>7 %</i>	<i>8 %</i>	<i>8 %</i>	<i>6 %</i>
Other resources - Regular								
Governments	1,358	1,080	1,098	1,083	1,093	1,196	1,240	1,284
Private sector	693	713	656	895	913	999	1,114	1,194
Inter-organizational arrangements	213	262	179	304	344	354	354	354
Subtotal – regular	2,264	2,055	1,933	2,281	2,350	2,549	2,708	2,832
<i>Growth percentage</i>	<i>0 %</i>	<i>(9)%</i>	<i>(6)%</i>	<i>18 %</i>	<i>3 %</i>	<i>8 %</i>	<i>6 %</i>	<i>5 %</i>
Other resources - Emergencies								
Governments	1,163	1,396	1,313	1,235	1,266	1,286	1,308	1,358
Private sector	131	214	159	90	100	100	100	100
Inter-organizational arrangements	285	170	167	114	114	114	114	114
Subtotal – emergencies	1,579	1,780	1,639	1,439	1,480	1,500	1,522	1,572
<i>Growth percentage</i>	<i>19 %</i>	<i>13 %</i>	<i>(8)%</i>	<i>(12)%</i>	<i>3 %</i>	<i>1 %</i>	<i>1 %</i>	<i>3 %</i>
Total – other resources	3,843	3,836	3,571	3,721	3,830	4,049	4,230	4,404
<i>Growth percentage</i>	<i>7 %</i>	<i>(0)%</i>	<i>(7)%</i>	<i>4 %</i>	<i>3 %</i>	<i>6 %</i>	<i>4 %</i>	<i>4 %</i>
Total revenue	5,169	5,010	4,884	5,033	5,235	5,566	5,868	6,145
<i>Growth percentage</i>	<i>7 %</i>	<i>(3)%</i>	<i>(3)%</i>	<i>3 %</i>	<i>4 %</i>	<i>6 %</i>	<i>5 %</i>	<i>5 %</i>

Appendix F – Annual expenditure projections, 2018-2021

Regular Resources	Actual 2014 \$m	Actual 2015 \$m	Plan 2016 \$m	Actual 2016 \$m	Estimate 2017 \$m	Plan				
						2018	2019	2020	2021	2018-2021
						\$m	\$m	\$m	\$m	\$m
1. Resources available										
Opening balance	575	617	580	580	673	562	448	366	350	562
Income										
Contributions	1,232	1,077	1,197	1,191	1,197	1,290	1,392	1,513	1,607	5,802
Other income	94	97	105	121	115	115	125	125	135	500
Total income	1,326	1,174	1,302	1,312	1,312	1,405	1,517	1,638	1,742	6,302
Adjustment	(19)	(19)	(19)	(19)	(19)	(20)	(20)	(20)	(20)	(80)
Total available	1,882	1,772	1,863	1,873	1,966	1,947	1,945	1,984	2,072	6,784
2. Use of resources										
A Development										
A.1 Programmes	904	874	935	878	979	1,018	1,065	1,112	1,164	4,360
<i>Country</i>	864	830	890	837	926	960	1,010	1,060	1,110	4,140
<i>Global and regional</i>	40	44	45	42	53	58	55	52	54	220
A.2 Development effectiveness	102	100	130	103	129	141	147	148	153	589.0
Subtotal	1,006	974	1,066	981	1,108	1,160	1,212	1,260	1,317	4,949
B United Nations development coordination	5	5	5	5	6	6	6	6	6	23
C Management										
C.1 Support Budget	97	72	142	62	98	99	114	117	130	460
C.2 Direct contributions	-	-	-	-	-	-	-	-	-	-
Subtotal	97	72	142	62	98	99	114	117	130	460
D Special purpose										
D.1 Capital investments	3	5	5	4	5	5	6	6	7	23
D.2 Private-sector fundraising	102	97	106	102	129	169	182	185	189	725
D.3 Other	52	39	49	46	56	60	60	60	60	240
Subtotal	157	141	160	152	191	234	247	251	256	988
Institutional budget (A.2+B+C+D.1)	207	182	282	174	239	251	272	276	295	1,095
Integrated budget (A+B+C+D)	1,265	1,192	1,373	1,201	1,403	1,499	1,579	1,634	1,708	6,420
Closing balance of resources	617	580	490	673	562	448	366	350	364	364
Reserves										
After-service health insurance	390	411	430	434	455	470	490	510	530	530
Separation and termination liabilities	66	73	85	78	88	105	115	125	135	135
MIP Fund	83	93	-	104	113	122	131	140	149	149
Field office accommodation and staff housing	9	12	9	5	6	3	1	1	1	1
Procurement Services	2	2	2	2	2	2	2	2	2	2
Total	550	591	526	622	663	702	739	778	817	817

Other Resources	Actual	Actual	Plan	Actual	Estimate	Plan				
	2014	2015	2016	2016	2017	2018	2019	2020	2021	2018-2021
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
1. Resources available										
Opening balance	1,853	2,041	1,918	1,918	1,374	1,236	862	584	367	1,236
Income										
Contributions	3,843	3,836	3,543	3,571	3,721	3,830	4,049	4,230	4,404	16,513
Other income	-	-	-	-	-	-	-	-	-	-
Total income	3,843	3,836	3,543	3,571	3,721	3,830	4,049	4,230	4,404	16,513
Total available	5,696	5,877	5,461	5,489	5,094	5,066	4,911	4,814	4,771	17,748
2. Use of resources										
A Development										
A.1 Programmes	3,421	3,672	3,503	3,777	3,503	3,811	3,924	4,031	4,151	15,917
Country	3,288	3,566	3,369	3,645	3,366	3,611	3,719	3,831	3,946	15,107
Global and regional	133	107	134	131	137	200	204	200	205	810
A.2 Development effectiveness	11	29	29	33	27	32	32	34	34	133
Subtotal	3,432	3,701	3,532	3,809	3,530	3,844	3,956	4,065	4,185	16,050
B United Nations development coordination	4	1	6	2	10	6	6	6	6	26
C Management										
C.1 Support Budget	212	240	243	257	257	285	285	285	285	1,138
C.2 Direct contributions	-	-	-	-	-	2	2	2	2	6
Subtotal	212	240	243	257	257	286	286	286	286	1,144
D Special purpose										
D.1 Capital investments	7	17	7	19	19	14	14	14	14	57
D.2 Private-sector fundraising	-	-	41	29	43	54	64	74	81	273
D.3 Other	-	-	-	-	-	-	-	-	-	-
Subtotal	7	17	48	48	62	68	78	89	95	330
Institutional budget (A.2+B+C+D.1)	234	287	285	310	313	339	339	341	341	1,360
Integrated budget (A+B+C+D)	3,655	3,959	3,829	4,115	3,859	4,204	4,327	4,446	4,573	17,551
Closing balance of resources	2,041	1,918	1,631	1,374	1,236	862	584	367	198	198

Appendix G – Change in institutional budget posts, by location

	2014-2017 approved posts							Changes increase/(decrease)						2018-2021 proposed posts						
	USG/ ASG	D2	D1	Other IP	All Other	Total	%	USG/ ASG	D2	D1	Other IP	All Other	Total	USG/ ASG	D2	D1	Other IP	All Other	Total	%
Country Office	-	10	31	383	1,189	1,613	58%	-	-	8	33	127	168	-	10	39	416	1,316	1,781	57%
Regional Office	-	7	7	137	174	325	12%	-	-	-	78	(18)	60	-	7	7	215	156	385	12%
Headquarters	4	15	31	459	345	854	31%	1	(1)	-	124	(42)	82	5	14	31	583	303	936	30%
Total	4	32	69	979	1,708	2,792	100%	1	(1)	8	235	67	310	5	31	77	1,214	1,775	3,102	100%