

# UNICEF STRATEGIC PLAN:

## Midterm review of the UNICEF integrated budget, 2018-2021

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**UNICEF Executive Board**

**Informal briefing – 12 June 2020**

**Item 9 - Report on the midterm review of the UNICEF integrated budget, 2018–2021**

**Reference documents: [E/ICEF/2020/AB/L.5](#) and [UNICEF/2020/EB/8](#)**

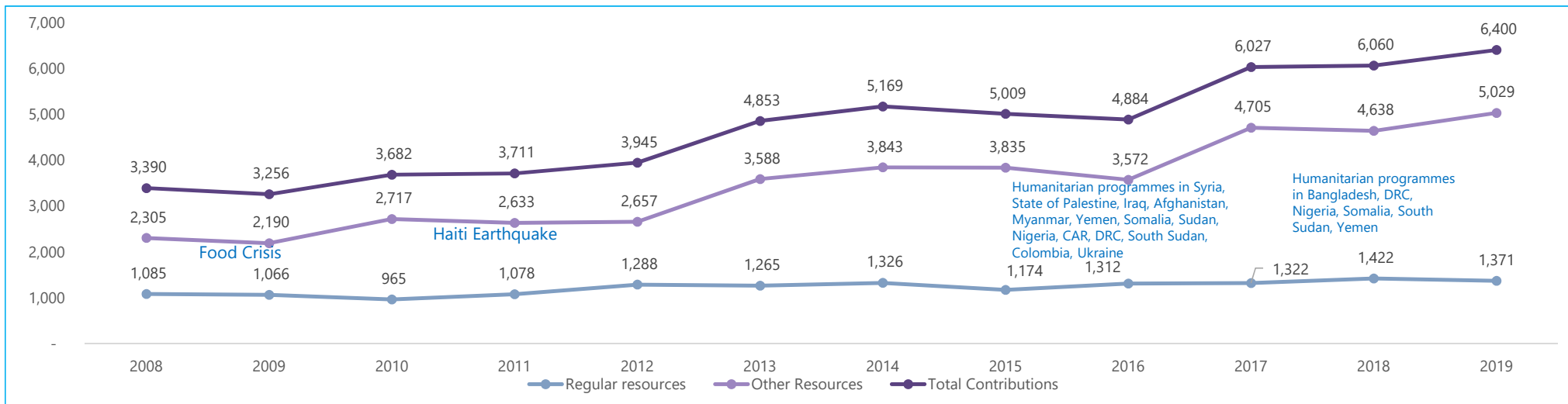
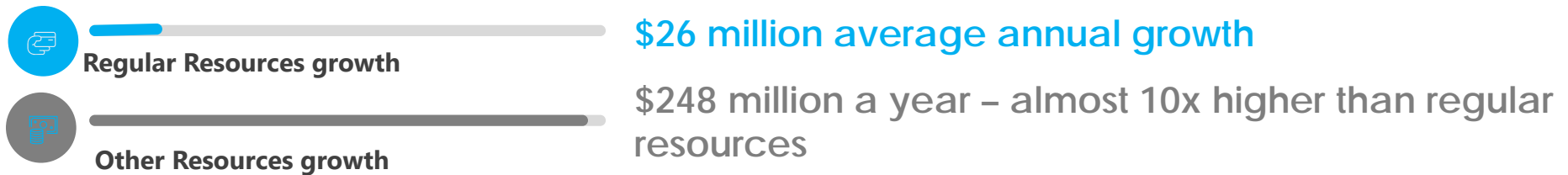
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**The key features included in the midterm review of the integrated budget, 2018–2021 are as follows:**

- **UNICEF proposes increasing the planned expenditure for programmes by 10 per cent to \$22.3 billion; based on a projected total income increase of 9 per cent to \$24.8 billion, driven mainly by OR;**
- **UNICEF will maintain the institutional budget at the same level approved by the Executive Board, demonstrating a strong commitment to finding efficiencies from within the original approved ceiling;**
- **UNICEF is proposing the establishment of a revolving Working Capital Fund with a ceiling of up to \$120 million from internally generated investment income, within the overall RR Reserve;**

- **UNICEF is also proposing the renewal of the Executive Director’s authority to establish additional senior-level positions on an as-needed basis, which will be funded within the approved institutional budget envelope;**
- **UNICEF is regularly assessing the impact of COVID-19 on current and future fundraising and programme activities implementation efforts and devising and implementing different strategies to limit any potential downside risk;**
- **UNICEF will continue efforts to support effectiveness and efficiencies across the organization and the realignment of results and resources.**

## Historical income trends, 2008-2019

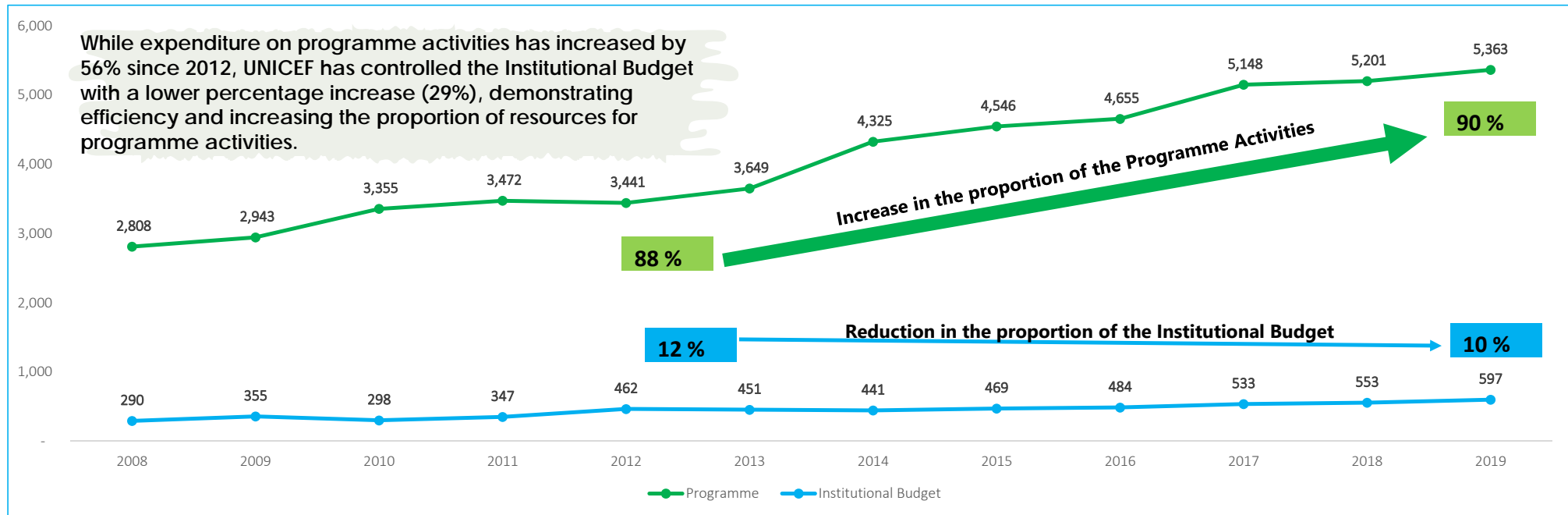


**Total income has doubled from \$3bn to \$6bn over the last 11 years, growth in income is largely driven from increases in OR (earmarked) funding. RR has ranged between \$1.3bn and \$1.4bn over the last 8 years .**

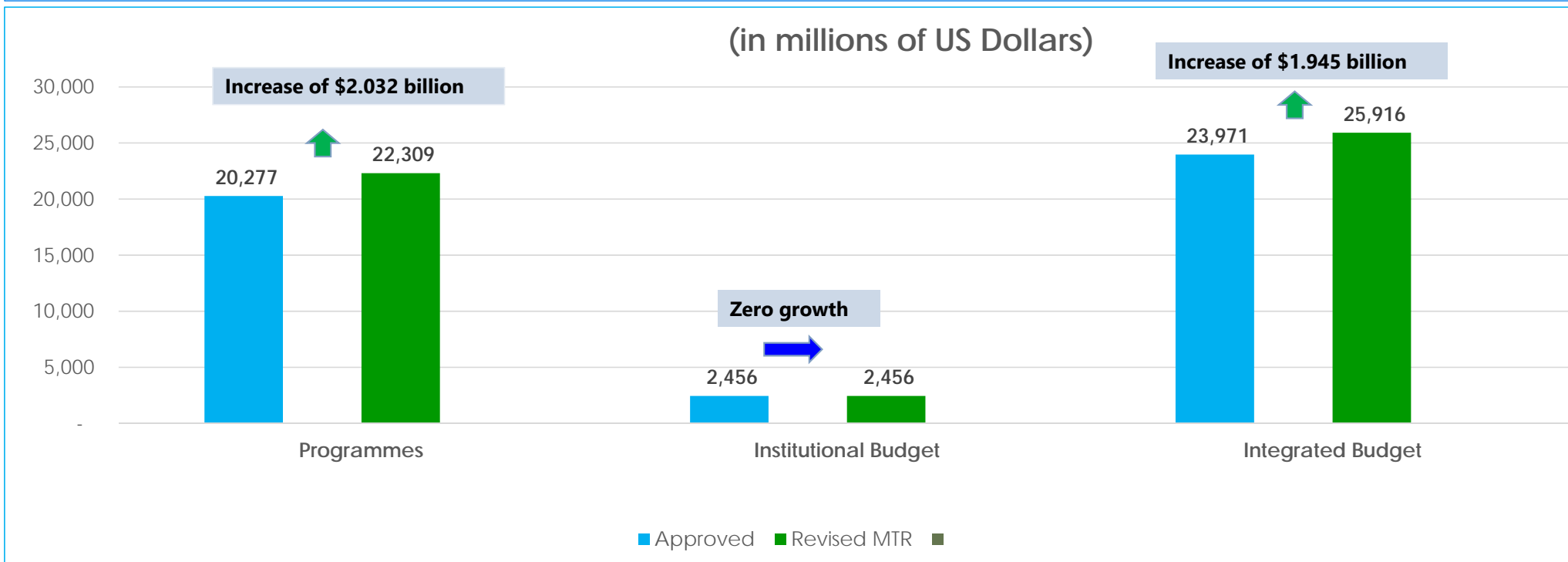
## Historical expenditure trends, 2008-2019

**Programme activities growth** **\$1.9 billion (56%) growth since 2012**

**Institutional budget growth** **\$135 million (29%) growth since 2012**

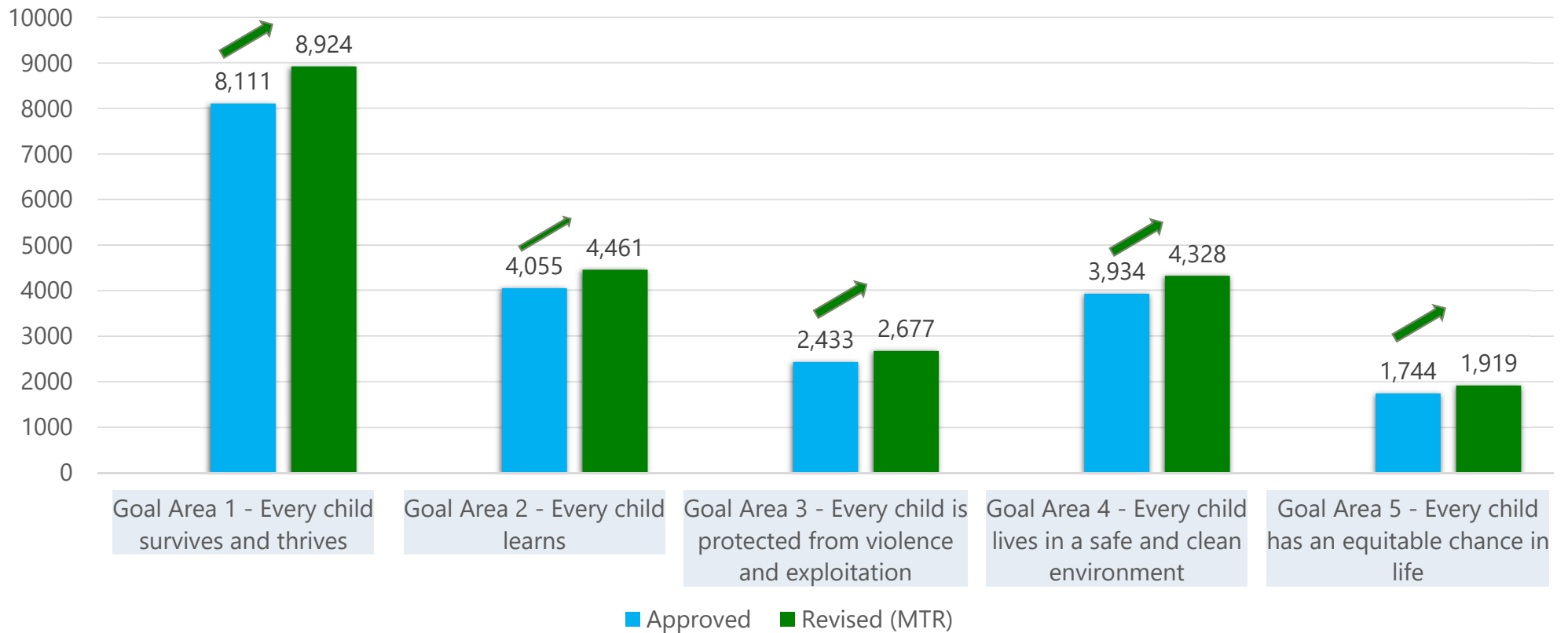


## Integrated Resource Plan, 2018-2021: Approved vs. Revised (MTR)



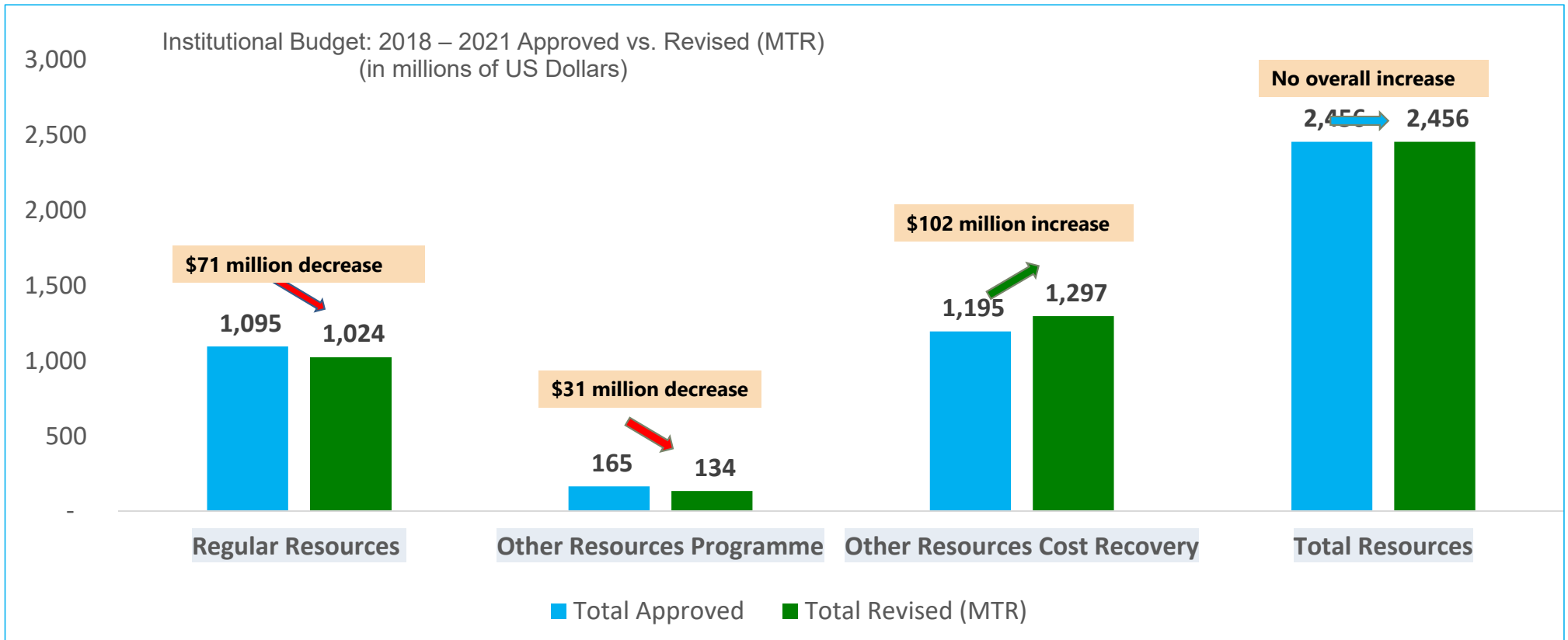
- The MTR proposes an increase in programme expenditure of 10%, from \$20.3 billion to \$22.3 billion in Programmes, which is mostly attributable to other resources funding received for support of large and protracted crises and emergencies.
- Increased the use of overall resources for programmes while maintaining the institutional budget at the initially approved level through internal efficiencies and realignment.

## Integrated Results and Resources Framework, 2018-2021: Goal Areas



**Based on projected increase in total income of 9% to \$24.8 billion, mainly OR, the MTR proposes an increase in programme expenditure of 10%, from \$20.3 billion to \$22.3 billion.**

## Integrated Results and Resources Framework, 2018-2021: Organizational Effectiveness and Efficiency



Despite the increase in overall resources, the Institutional Budget is maintained at the approved level. The proportion of total resources for the institutional budget in the revised plan will decrease from 10.2 to 9.5 per cent, which demonstrates efficiency gains achieved in supporting UNICEF programmes.



## Proposed establishment of the revolving Working Capital Fund

- **UNICEF is proposing the establishment of a revolving Working Capital Fund with a ceiling of up to \$120 million from internally generated investment income, within the overall RR reserve.**
- **The revolving Working Capital Fund will provide flexibility to address programmatic and other related activities that may need immediate funding while fundraising activities and negotiations with donors are ongoing.**
- **These resources would be refunded once the fundraising for the activities has been completed.**
- **The revolving fund will contribute to ensuring that implementation of programmes and results for children are not delayed.**

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**Thank you.**

