## Types of Financial Resources

UNICEF is voluntarily funded with the following funding types:

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regular Resources (RR)</strong></td>
<td>Resources that are unrestricted, and include pledges of voluntary contributions from governments and private donors, other governmental or intergovernmental contributions, donations from non-governmental sources, bank interest and other investment revenue and miscellaneous revenue.</td>
</tr>
<tr>
<td><strong>Other Regular Resources (OR-R)</strong></td>
<td>Contributions received which have been earmarked by donors for specific purposes and are hence considered restricted. The earmarking may be by country, geographic area, theme, project, sector etc.</td>
</tr>
<tr>
<td><strong>Other Regular Resources (OR-R) Thematic</strong></td>
<td>OR contribution that can be spent flexibly within the funded Outcome or Focus Area.</td>
</tr>
<tr>
<td><strong>Other Resources (OR-R) Non-Thematic</strong></td>
<td>OR contribution that is restricted to a particular activity.</td>
</tr>
<tr>
<td><strong>Other Resources Emergencies (OR-E)</strong></td>
<td>These are contributions received in response to emergencies.</td>
</tr>
<tr>
<td><strong>Other Resources (OR-E) Thematic</strong></td>
<td>OR contribution that can be spent flexibly within the funded Outcome or Focus Area.</td>
</tr>
<tr>
<td><strong>Other Resources (OR-E) Non-Thematic</strong></td>
<td>OR contribution that is restricted to a particular activity.</td>
</tr>
</tbody>
</table>
Oversight by the Executive Board

The Executive Board is the governing body of UNICEF.

• The Board has 36 members, elected for three-year terms with a regional allocation of seats. They are elected among the member state representatives by the United Nations Economic and Social Council (ECOSOC).

• It is responsible for providing inter-governmental support to and supervision of the activities of UNICEF.

• The Board meets three times each year, in a first regular session in January/February, an annual session in June and a second regular session in September.
## Executive Board Sessions

<table>
<thead>
<tr>
<th></th>
<th>First Session</th>
<th>Annual Session</th>
<th>Second Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Plan with</td>
<td></td>
<td></td>
<td>✓ Every 4 years</td>
</tr>
<tr>
<td>Integrated Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid Term Review</td>
<td></td>
<td>✓ 3rd year of the SP</td>
<td></td>
</tr>
<tr>
<td>Updated Financial</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Estimates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country Programme</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Documents</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audited Financial</td>
<td>✓ 14 months following year end</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Statements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PFP Budget</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PFP Financial Report</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>
Other Oversight

UNICEF internal and external oversight is conducted by various bodies including:

- ACABQ
- Fifth Committee
- Internal Management Reviews
- Annual External Audit by UNBOA
- Internal Audit and Investigations
- Audit Advisory Committee
- JIU reviews
- Donor Reviews and Assessments
UNICEF is led by an Executive Director:

- Appointed by the Secretary-General in consultation with the Executive Board.
- The Executive Director is fully responsible and accountable to the Executive Board for all phases and aspects of UNICEF activities.

Overall management and administration of the organisation takes place at headquarters:

- New York, where global policy is defined
- HQ office in Copenhagen - Supply Division
- HQ office in Geneva – Private Fundraising & Partnerships
Financial Regulatory Framework

- UNICEF Financial Regulations and Rules
- UNICEF Policies and Procedures
- International Public Sector Accounting Standards (IPSAS)
- Internal Control policy based on COSO Internal Control - Integrated Framework
Internal Controls

INTERNAL CONTROL FRAMEWORK

FOCUS AREAS

Value for Money
ERM
Regulatory Framework
TLM
Anti-fraud Strategy
RBB
UNICEF Culture

- Strong Ethics Office
- Policies and standards
  - UN Staff Rules, Standards of Conduct for International Civil Servants and Code of Ethics
  - UNICEF Anti-Fraud Policy
  - UNICEF Financial Regulations and Rules
  - UNICEF HR Manual
  - UN Policy on Gifts, UN Supplier Code of Conduct & related UNICEF instruction on Acceptance of Awards, Decorations, Gifts, Honours, Medals, etc.
- Management Reviews and Discussions
  - Global Management Team (GMT)
  - Performance Reviews
  - Management committees
- Internal broad access to all policies, dashboards, audit reports, annual disciplinary report
Accountability

- Executive Director is fully responsible and accountable to the Executive Board.
- All officials are accountable to the Executive Director for their actions. They may be held personally responsible and financially liable for the consequences of contrary actions.
- Officials may be required to reimburse UNICEF for financial losses as a result of their negligence or violation of framework.
UNICEF
2018 - 2021 Budget
Integrated Budget

• Budget categories
  – Programme
  – Institutional
  – PFP

  • Country
  • Global and regional
  • Development effectiveness
  • Management
  • Capital investment

• Programme Regular Resources (RR) allocations:
  - RR allocated according to formula based on three core criteria:
    ✓ Gross National Income (GNI) per capita
    ✓ Under-five mortality rate
    ✓ Child Population
  - Minimum allocation: $850k
2018-2021 Revenue by Source

Public Sector (*two-thirds*) and Private Sector (*one-third*)

- Public revenue: $14,583 (64%)
- Private revenue: $8,231 (36%)

As a result of sustained investment, the Private Sector will contribute 57% of the Organizations RR revenue for 2018-2021.
Revenue Trend 2003-2021
(in millions of US dollars)

Regular resources
Other resources
Total Contributions

Humanitarian programmes in Syria, Africa, Iraq, Nepal, Yemen

Indian Ocean tsunami
Global Food Price crisis
Haiti earthquake

Revenue Trend 2003-2021

Regular resources
Other resources
Total Contributions
Compared with 2014-2017, Investment in Country Programmes grows by 18%.

When compared with 2014-2017, the 2018-2021 institutional budget decreases from 10.5% to 10.2% of the total integrated budget. This ratio was 11.9% in the approved plan.

Special purpose increase reflects investment in resource mobilization.
GOAL AREA 1: EVERY CHILD SURVIVES AND THRIVES
- RR: $8,110.9
- OR: $6,367

GOAL AREA 2: EVERY CHILD LEARNS
- RR: $4,055.5
- OR: $1,910

GOAL AREA 3: EVERY CHILD IS PROTECTED FROM VIOLENCE AND EXPLOITATION
- RR: $3,933.8
- OR: $1,369

GOAL AREA 4: EVERY CHILD LIVES IN A SAFE AND CLEAN ENVIRONMENT
- RR: $2,433.3
- OR: $3,088

GOAL AREA 5: EVERY CHILD HAS AN EQUITABLE CHANCE IN LIFE
- RR: $1,743.8
- OR: $846

US$ MILLIONS

2018-2021 Strategic Plan
Integrated Resources and Results
Programme / IB Expenditure Trend *

IN US$ Millions

Programmes, 2021
Growth since 2012: 61%

Institutional Budget, 2021
Growth since 2012: 38%

* from all funding sources
Thank You