UNICEF Strategic Plan:
Updated Financial Estimates 2015 - 2018
Executive Board - Informal Briefing
August 18, 2015
OBJECTIVE

- Provide Financial overview 2014
- Share Medium-Term Financial Projections, 2015 – 2018
- Seek Board approval of Regular Resources level for 2016 programme submission
UNICEF is a voluntarily funded organization.

Two main sources of income: Public (*three-quarters*) and Private (*one-quarter*).

Two types of Income:
- Regular Resources – unearmarked annual grants
- Other Resources – earmarked grants for specific projects with duration ranging from several months (humanitarian) to several years (development).

Four-year financial estimates
- Updated annually
- Allows the Organization to plan commitments prudently while pursuing medium-term objectives
## 2014 FINANCIAL REVIEW
(in millions of US dollars)

<table>
<thead>
<tr>
<th></th>
<th>Regular Resources</th>
<th></th>
<th>Other Resources</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Plan</td>
<td>Actual</td>
<td>Financial performance</td>
<td>Plan</td>
</tr>
<tr>
<td>Income</td>
<td>1,343</td>
<td>1,326</td>
<td>99%</td>
<td>2,691</td>
</tr>
<tr>
<td>Expenditure</td>
<td>1,319</td>
<td>1,265</td>
<td>96%</td>
<td>2,959</td>
</tr>
</tbody>
</table>
HISTORICAL REVENUE TREND
(in millions of US dollars)

Average annual growth
RR: $54MM
OR: $263MM (5 x RR growth)

Indian Tsunami
Food Crisis
Haiti Earthquake

Humanitarian programmes in Philippines, Syria, Africa.

Share RR OR
43% 40% 29% 38% 37% 32% 33% 26% 29% 33% 26% 26%
57% 60% 71% 62% 63% 68% 67% 74% 71% 67% 74% 74%
PROGRAMME EXPENDITURE TREND
(in millions of US dollars)

Programmes, 2014
Growth since 2009: 47%
Growth since 2003: 252%
The income-expenditure gap would be financed from the balance of other resources carried over from previous years.
# Yearly Phasing of Estimated Regular Resources Expenditures for Programmes

(in millions of US dollars)

<table>
<thead>
<tr>
<th>Programme</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018 Beyond 2018</th>
<th>Total recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Country programmes approved in prior years</td>
<td>791</td>
<td>569</td>
<td>424</td>
<td>129</td>
<td>52</td>
</tr>
<tr>
<td>2. New country programmes to be submitted to 2015 Executive Board session</td>
<td>222</td>
<td>222</td>
<td>222</td>
<td>444</td>
<td>1,110</td>
</tr>
<tr>
<td>3. New country programmes to be prepared for 2016 Executive Board session</td>
<td>145</td>
<td>145</td>
<td>435</td>
<td></td>
<td>725</td>
</tr>
<tr>
<td>4. New country programmes to be prepared for future Executive Board sessions</td>
<td>295</td>
<td></td>
<td></td>
<td>1,369</td>
<td>1,664</td>
</tr>
<tr>
<td>5. Amount set aside</td>
<td>63</td>
<td>63</td>
<td>63</td>
<td>63</td>
<td></td>
</tr>
<tr>
<td>6. Estimated allocation of net revenue from sale of greeting cards in countries with UNICEF programmes</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>857</td>
<td>857</td>
<td>857</td>
<td>857</td>
<td></td>
</tr>
<tr>
<td>7. Additional emergency requirements</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>892</td>
<td>892</td>
<td>892</td>
<td>892</td>
<td></td>
</tr>
<tr>
<td>8. Global and regional programme</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td><strong>Total - Programme</strong></td>
<td>937</td>
<td>937</td>
<td>937</td>
<td>937</td>
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</table>
Smooth implementation of ongoing programmes will be facilitated by financing the deficit with cash balances.
Decision 2012/19 requested annual updates to the Executive Board on the progress of funding reserves for staff liabilities.
FOR EXECUTIVE BOARD DECISION

- Approve the framework of the planned financial estimates for 2015–2018;

- Approve the preparation of programme expenditure submissions to the Executive Board of up to $725 million from regular resources in 2016; and

- Takes note of the progress of funding UNICEF’s reserve for staff liabilities.
Thank You

Questions & Answers