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UNICEF Strategic Plan: updated financial estimates, 2022–2025

Summary

A four-year financial framework, which forms part of the UNICEF Strategic Plan, is presented in accordance with Executive Board decision 2021/19. The financial plan is reviewed and revised annually on a rolling basis.

For 2022, total income^a is projected to reach \$7.2 billion, an increase of 15 per cent compared with the approved estimates for 2022 included in the UNICEF integrated budget, 2022–2025 document. Total income for the period 2022–2025 is projected to increase by 7 per cent compared with the approved estimates for the period, and is based on consultations with major donors. Demonstration of results and value for money, as well as continued investment in resource mobilization and concerted outreach, will help to drive that projected growth in income, which will be prioritized for use in country programmes of cooperation and contribute to improved outcomes and results for children.

The present financial framework of income and expenditure estimates provides a basis for determining the regular resources programme submissions to be approved by the Executive Board in 2023. Allocations of regular resources for country programmes will continue to be managed through the system for the allocation of regular resources for programmes, as agreed by the Executive Board in its decisions 2008/15 and 2013/20. UNICEF will also continue to maintain prudent liquidity levels in regular resources over the period of the Strategic Plan.

UNICEF recommends that the Executive Board approve the framework of planned financial estimates for the period 2022–2025, and also approve the preparation of programme expenditure submissions to the Executive Board of up to \$605 million from regular resources in 2023, subject to the availability of resources and the continued validity of the planned financial estimates.

* [E/ICEF/2022/22](#).



Elements of a draft decision are included in section V.

^a Defined as contributions received from Governments, inter-organizational arrangements, Global Programme Partnerships and intergovernmental organizations, and revenue from the private sector.

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I. Overview

1. The present document presents the four-year financial plan for the period 2022–2025, which forms part of the UNICEF Strategic Plan in accordance with Executive Board decision 2021/19 and is reviewed and revised annually on a rolling basis. The financial plan is preceded by a review of the financial performance of UNICEF in the prior year. The purpose of the review is to provide key high-level information on income, expenditure and liquidity as a baseline to the financial plan.

2. UNICEF has revised its financial estimates for the period 2022–2025 to consider actual income and expenditure for 2021 and revised estimates for 2022–2025. Based on the latest income projections, planned expenditures for the period 2022–2025 were revised. UNICEF prepared its financial framework based on the latest available information and adopted a conservative financial outlook for the period 2022–2025, while closely monitoring global developments related to the coronavirus disease 2019 (COVID-19) pandemic as well as the global economic and political situation.

3. The estimated amount of regular resources for programme proposals to be submitted for approval by the Executive Board in 2023 is \$605 million for country programme cycles that start in 2024. The level of planned programme expenditure will be continuously reviewed and adjusted based on updated information on projected income.

II. Introduction

4. A four-year financial plan forms part of the UNICEF Strategic Plan, in accordance with Executive Board decision 2021/19, and is reviewed and revised annually on a rolling basis.

5. The financial plan is preceded by a review of the financial performance of UNICEF in the prior year. The purpose of the review is to provide key high-level information on projected income, expenditure and liquidity as a baseline to the financial plan.

III. Financial review, 2021

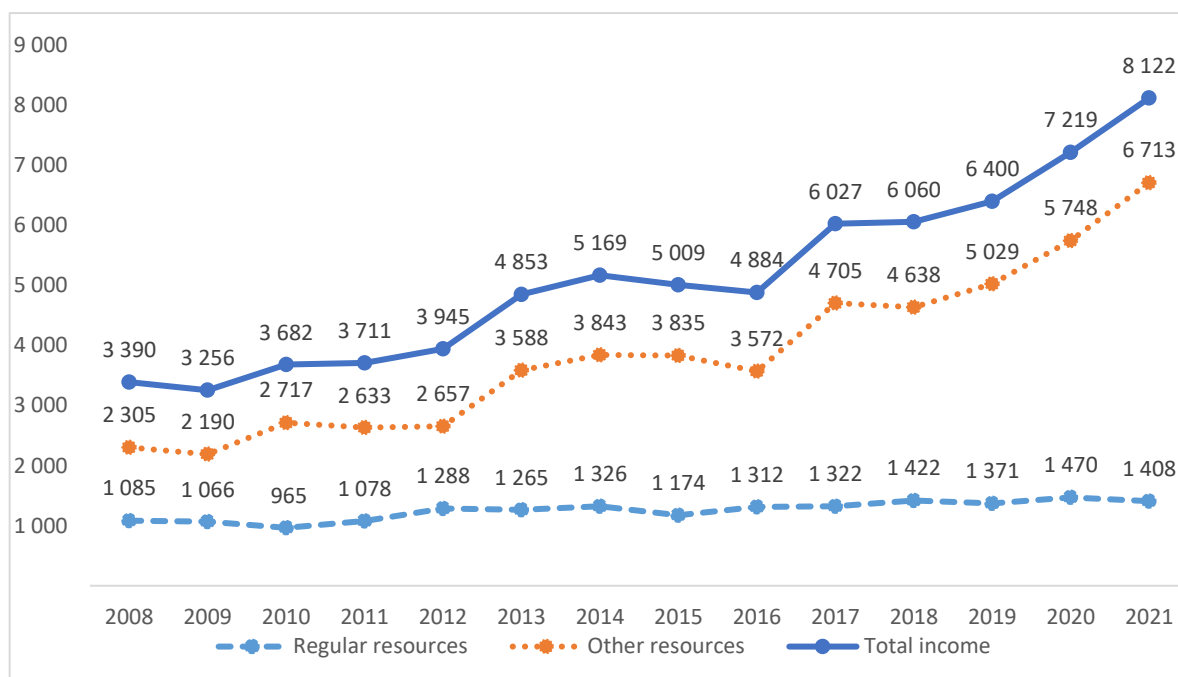
A. Income

6. Total income increased by 13 per cent in 2021, to \$8.12 billion, compared with 2020. The primary income source remains voluntary contributions from Governments, inter-organizational arrangements, Global Programme Partnerships, private organizations and individuals, which accounted for 99 per cent of the total. The remaining 1 per cent was generated by other income (\$121 million).

7. Regular resources income (i.e., non-earmarked or “core” funds) was \$1.41 billion in 2021, a decrease of 4 per cent compared with 2020 (\$1.47 billion). Other resources (regular) contributions were \$3.7 billion and other resources (emergency) were \$3.0 billion. Increases in other resources (regular) of \$172 million and a significant increase in other resources (emergency) funds of \$793 million resulted in an overall net increase in other resources of \$965 million, or 17 per cent, compared with 2020.

Figure I
UNICEF income, 2008–2021

(in millions of United States dollars)



8. In 2021, other resources (regular) income increased by 5 per cent from 2020, while other resources (emergencies) income increased by 36 per cent. Emergency needs reached new highs, with the annual UNICEF Humanitarian Action for Children requirements at more than \$7 billion. Donor partners responded generously to new crises and worsening protracted emergencies in places such as Afghanistan, Ethiopia, Haiti, India, Madagascar, Mozambique and the Niger, as well as to the need to accelerate equitable access to COVID-19 tests, treatments and vaccines (Access to COVID-19 Tools Accelerator/COVID-19 Vaccine Global Access Facility). While such a humanitarian focus supported millions of people, funding was concentrated around only a few emergencies, leaving many other crises significantly underfunded.

9. Despite the record levels of other resources income, challenges remain in meeting the increasing humanitarian needs, which means that millions of children do not receive the assistance and protection they need. Of the funds received, 68 per cent went to 10 emergency appeals. The 10 most underfunded emergencies combined (including Brazil, Burkina Faso, Cameroon, the Congo, Kyrgyzstan, Lesotho, Libya, Mozambique, Senegal and Zimbabwe) accounted for only 2 per cent of total funding in 2021.

10. In 2021, a total of 116 Governments contributed resources to UNICEF. Total public sector contributions (from Governments, intergovernmental organizations and inter-organizational arrangements) were \$5.92 billion, 24 per cent higher than planned, and 9 per cent higher than actual results in 2020. Private sector contributions (from National Committees for UNICEF, individual donors, non-governmental organizations and foundations) of \$2.08 billion were 31 per cent higher than planned, and 29 per cent higher than 2020 actual results.

11. The UNICEF income trend continues to reflect increasing earmarking and decreasing flexibility and predictability of funding, despite the commitments of Member States to United Nations reform and the funding compact. UNICEF continues to urge Member States to reverse the trend.

12. UNICEF has diversified its funding base, and while the private sector accounts for one quarter of total UNICEF income, more than 50 per cent of flexible funding (regular resources and thematic) is generated by 33 UNICEF National Committees and 21 country offices through private sector fundraising. A total of 9.3 million individual donors around the world constitute the largest group of donors for flexible resources. This demonstrates the general public's commitment and support across the world for UNICEF's mandate and work – a very solid basis on which Governments can build and increase their regular resources, thematic and multi-year contributions to UNICEF.

13. Acceleration of flexible funding resource mobilization is an organization-wide priority with focus on advocacy, donor partners' visibility, enhancing thematic windows, and improved reporting.

B. Expenditure

14. Total expenditure amounted to \$7.27 billion in 2021, an increase of 11 per cent compared with 2020. Programme and development effectiveness represented 90 per cent of total UNICEF expenditure in 2021. Additional analysis of 2021 financial performance was provided in the annual report for 2021 of the Executive Director of UNICEF ([E/ICEF/2022/10](#)), and further details will be provided in chapters IV and V of the UNICEF financial statements for 2021.

C. Trust funds

15. Trust funds are established mainly for services carried out on behalf of Governments and other organizations for the procurement of vaccines and other commodities essential for the well-being of children.

16. UNICEF hosted trust funds of \$216.9 million (vs. 2020: \$208.7 million) represent the balance held by UNICEF as fund custodian and administrator of the Education Cannot Wait fund, which is a global fund to help reposition education as a priority on the humanitarian agenda, usher in a more collaborative approach among actors on the ground and foster additional funding to ensure that every crisis-affected child and young person is in school and learning; and the fund of the Global Partnership to End Violence Against Children, which provides financial support to programmes to achieve a world in which every child grows up free from violence.

17. UNICEF undertakes procurement services on behalf of third parties such as Governments, non-governmental organizations, United Nations agencies and other international organizations and foundations. Procurement services receipts amounted to \$7.8 billion in 2021, an increase of 267 per cent compared with 2020. That significant increase is driven almost exclusively by procurement performed on behalf of the COVID-19 Vaccine Global Access (COVAX) Facility for Gavi-funded countries and self-financing partners, primarily purchasing vaccines and vaccine-related supplies (for example, cold chain equipment). Procurement services receipts reflect continuing opportunities for UNICEF to influence the global market for vaccines and other child-related products and to achieve savings for partners and UNICEF.

D. Reserves and liquidity

Funded reserves

18. Funded reserves amounted to \$1.04 billion as at 31 December 2021. They comprise reserves for after-service health insurance, the Medical Insurance Plan and staff separations, capital assets and the Working Capital Fund. After-service employee

benefits liabilities are estimated at \$1.8 billion and, as at year-end 2021, 56 per cent of that liability was funded.

Regular resources reserve

19. The regular resources reserve, which consists of the regular resources fund balance and the unallocated balance of the Working Capital Fund, is compliant with Executive Board decision 2020/22, which requires UNICEF to maintain a regular resources reserve (cash and other net assets) at a minimum of three months of expenditure.

IV. Planned financial estimates for the period 2022–2025

20. This section presents the projections of UNICEF financial resources for the period 2022–2025. It comprises income and expenditure projections and the resulting closing balances for regular resources and other resources. Estimates for trust funds are also included. In line with decision 2021/19, the presentation of the planned financial estimates is aligned with the format of the integrated resource plan as presented in the UNICEF integrated budget, 2022–2025, and presents the planned use of resources grouped by the harmonized cost-classification categories used by the Executive Boards of UNICEF, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

21. The financial projections provide a framework for the yearly phasing of estimated regular resources expenditure. In particular, the projections provide financial context for future programme submissions to be made to the Executive Board.

A. Income

22. The total income for the period 2022–2025 is projected to increase by 7 per cent compared with the approved estimates for 2022–2025 and is based on consultations with major donors, including Governments, private sector partners and National Committees for UNICEF. Demonstration of results and value for money, as well as continued investment in resource mobilization and concerted outreach, will help to drive this projected growth in income, which will be prioritized for use in country programmes of cooperation and contribute to improved outcomes and results for children.

23. Compared with the 2021 actual, the annual income in 2022 is projected to decrease by 12 per cent, followed by a further decrease of 5 per cent in 2023, and then is forecast to grow by 1 per cent and 4 per cent in 2024 and 2025, respectively.

24. Other resources income is projected to decline by 12 per cent in 2022 compared with the 2021 actual. Other resources income is estimated to further decrease by 9 per cent in 2023. In 2024, other resources income is projected to remain flat compared with 2023, followed by a 4 per cent growth in 2025. Income estimates are provided in table 1 (see annex).

25. The share of private sector contributions to UNICEF total income is expected to slightly increase, from 26 per cent in 2021 to 27 per cent in 2025.

26. Regular resources income is projected to decrease by 9 per cent in 2022 compared with the 2021 actual. Regular resources income is expected to grow by 13 per cent in 2023, 3 per cent in 2024 and 6 per cent in 2025, largely attributed to the projected income growth generated by private sector and other income.

27. In the current environment, regular resources income becomes even more critical to meet the needs and rights of all children, facilitate sustainability of impact, and enable innovation and rapid response to in-country or regional situations, including emergencies. The COVID-19 pandemic demonstrated the criticality of core resources to the ability of UNICEF to pivot and adapt to the evolving needs of children, as well as to modernize, streamline and innovate. The agile, swift and coordinated response of UNICEF to the COVID-19 pandemic was made possible largely due to the availability of those core funds, of which more than \$75 million were utilized as a first line of response. Core resources allow UNICEF to allocate funding to those areas where it is most needed to achieve the goals of the Strategic Plan and the 2030 Agenda for Sustainable Development. Increased regular resources from the public sector are central to the funding compact. UNICEF has developed new strategies to accelerate regular resource mobilization, including an organization-wide effort to increase visibility and recognition of the critical role of regular resources, and more targeted approaches to rally more partners around regular resources, thereby diversifying the funding base. Estimates of regular resources income are provided in table 1 (annex).

B. Expenditure

28. Based on the latest income projections, planned expenditures for the period 2022–2025 were revised. Taking into consideration the projected increase in other resources income of \$2.0 billion, the projected other resources expenditure for programmes have been revised upward compared with the approved 2022–2025 plan. This is expected to result in a higher cost recovery amount that will fund the 2022–2025 institutional budget and, consequently, will reduce the level of regular resources used to fund the institutional budget.

29. Total expenditure in 2022 is expected to increase by 2 per cent compared with the 2021 actual expenditure.

30. As shown in table 2 of the annex, total estimated annual expenditure during the 2022–2025 planning period will exceed the projected annual income. The balance accumulated in prior years, when actual income surpassed planned amounts, will be used to fund expenditures.

Regular resources expenditure

31. The main components of estimated regular resources expenditure for the period 2022–2025 are: (a) development activities comprising (i) programmes and (ii) development effectiveness; (b) management activities; (c) independent oversight and assurance activities; (d) United Nations development coordination; and (e) special purpose activities, including private sector fundraising.

Programmes

32. Regular resources and thematic funds directly support the achievement of programme results by enabling longer-term planning and lowering transaction costs. They represent the highest quality of funds, as they allow flexibility, thus enabling UNICEF to reach children globally. For example, regular resources were an indispensable asset, contributing to providing improved primary schooling for 167,000 school-age children in the Democratic Republic of the Congo in 2021. It is critical for UNICEF and its partners to continue efforts to ensure a flexible and predictable funding base.

33. Based on the latest income projections, the revised expenditure for the period 2022–2025 reflects a 9 per cent increase in programme expenditure compared with the approved plan, largely driven by an increase in other resources income.

34. As illustrated in table 4, at the beginning of 2022, regular resources expenditures for ongoing country programmes were estimated at \$1.6 billion for the period 2022–2025. Regular resources for programmes proposed to the Executive Board for approval in 2022 totals \$2.1 billion for programme cycles that start in 2023.

35. The estimated amount of regular resources for programme proposals to be approved by the Executive Board in 2023 is \$605 million for programme cycles that start in 2024. The level of planned programme expenditure will be continuously reviewed and adjusted based on updated information on projected income.

Institutional budget

36. The budget for development effectiveness, United Nations development coordination, management, independent oversight and assurance activities, and special purpose (capital investment) costs is referred to as the institutional budget. It is funded from regular resources, other resources and cost recovery.

37. At its second regular session of 2021, the Executive Board approved a four-year institutional budget of \$2.74 billion for the period 2022–2025 to support implementation of the UNICEF Strategic Plan, 2022–2025, which is maintained at the approved level in the current updated financial estimates.

Cost recovery

38. The integrated budget, 2022–2025, and updated financial estimates have been prepared using the cost-recovery methodology and rates in line with the joint comprehensive cost-recovery policy approved in decision 2020/24. In line with the approved cost-recovery methodology, from 2022 onward cost recovery from other resources will fund the management, independent oversight and assurance, and special purpose (capital investment) activities of the institutional budget.

39. In 2021, the actual institutional budget funding split was 36 per cent from regular resources, 60 per cent from cost recovery and 4 per cent from other resources. Actual cost recovery in 2021 was \$363.2 million compared with a planned amount of \$335 million.

40. The proposed use of cost recovery is reflected in table 5 (see annex).

Other resources expenditure

41. The projections of expenditure funded by other resources, presented in table 5, reflect efforts to accelerate programme implementation. Other resources programme expenditure for 2022–2025 is expected to exceed the approved estimates by 10 per cent for the period 2022–2025.

C. Sufficiency of reserves for staff liabilities

42. UNICEF maintains reserves to fund its employee benefits liabilities, which comprise after-service health insurance and end-of-service entitlements.

43. Following discussions with the Executive Board and the implementation of International Public Sector Accounting Standards, which require the full reporting of after-service staff liabilities in corporate financial statements, UNICEF is implementing a robust funding strategy for those liabilities. The strategy ensures that, over time, the reserve for those liabilities is accumulated from the funding sources to

which post costs are correctly attributed. The total amount of funding for those reserves is projected to increase from \$1.0 billion in 2022 to \$1.5 billion in 2025, as shown in table 3 of the annex, and will fund the related liabilities, increasing from the current 56 per cent as at end of 2021 to 80 per cent by 2025, which is the funding strategy target by 2025.

44. UNICEF will continue to monitor the effectiveness of the strategy, and to make appropriate adjustments as financial variables change.

D. Regular resources reserve

45. The projected regular resources reserve, which consists of the regular resources fund balance and the unallocated balance of the Working Capital Fund, is compliant with Executive Board decision 2020/22, which requires UNICEF to maintain an regular resources reserve (cash and other net assets) at a minimum of three months of expenditure. The regular resources reserve will be drawn down to stabilize UNICEF continued operations against sudden interruption of resource availability, such as an unexpected shortfall in regular resources income.

46. In line with Executive Board decision 2020/13, the Board approved the establishment of the Working Capital Fund under the regular resources sub-account, funded by allocating a portion of the investment income as an internal financing mechanism. The Executive Board approved that the Executive Director, with the advice of the Comptroller, can advance funds from the revolving Working Capital Fund to offices and divisions for the implementation of country programmes to ensure the continued financing of projects within established risk-management parameters, on the condition that the funds be repaid within the period set.

47. During the period 2020–2021, \$8.7 million was issued to support programme activities in Greece and South Sudan. Table 7 of the annex provides information on the 2020–2021 actual and 2022–2025 plan.

V. Draft decision

48. UNICEF recommends that the Executive Board adopt the following draft decision:

The Executive Board

1. *Takes note* of the planned financial estimates for the period 2022–2025, as contained in document [E/ICEF/2022/AB/L.8](#), as a flexible framework for supporting UNICEF programmes;

2. *Approves* the integrated resources framework of planned financial estimates for the period 2022–2025, and approves the preparation of country programme expenditure submissions to the Executive Board of up to \$605 million from regular resources in 2023, subject to the availability of resources and the continued validity of these planned financial estimates;

3. *Requests* UNICEF to provide annual updates to the Executive Board on the progress of funding its reserves for staff liabilities.

Annex

Tables: Planned financial estimates¹

1. UNICEF income estimates
2. Integrated resources plan: regular and other resources
3. UNICEF planned financial estimates: regular resources
4. Regular resources: yearly phasing of estimated expenditures for programmes
5. UNICEF planned financial estimates: other resources
6. UNICEF planned financial estimates: trust funds (procurement services activities)
7. Working Capital Fund

¹ Rounding differences may impact the totals reported in tables 1 to 7.

Table 1
UNICEF income estimates

(in millions of United States dollars)

	Plan 2021	Actual 2021	Estimate 2022	Plan		
				2023	2024	2025
Regular resources						
Governments	536	533	484	520	521	554
Private sector	756	754	714	835	878	924
Other income	126	121	79	84	90	97
Total — regular resources	1 418	1 408	1 277	1 440	1 489	1 575
<i>Growth percentage</i>	<i>(4)%</i>	<i>(4)%</i>	<i>(9)%</i>	<i>13%</i>	<i>3%</i>	<i>6%</i>
Other resources (regular)						
Governments	1 293	1 996	1 632	1 552	1 671	1 797
Global Program Partnerships	1 022	313	486	444	420	420
Private sector	629	782	711	733	778	827
Inter-organizational arrangements	200	640	590	600	465	475
Subtotal — other resources (regular)	3 144	3 731	3 419	3 329	3 334	3 519
<i>Growth percentage</i>	<i>(12)%</i>	<i>5%</i>	<i>(8)%</i>	<i>(3)%</i>	<i>0%</i>	<i>6%</i>
Other resources (emergencies)						
Governments	1 326	1 982	1 508	1 538	1 561	1 561
Global Program Partnerships	202	168	130	100	77	77
Private sector	203	541	640	173	182	191
Inter-organizational arrangements	180	292	185	185	185	185
Subtotal — other resources (emergencies)	1 911	2 982	2 463	1 996	2 005	2 014
<i>Growth percentage</i>	<i>(13)%</i>	<i>36%</i>	<i>(17)%</i>	<i>(19)%</i>	<i>0%</i>	<i>0%</i>
Total — other resources	5 055	6 713	5 882	5 326	5 339	5 533
<i>Growth percentage</i>	<i>(12)%</i>	<i>17%</i>	<i>(12)%</i>	<i>(9)%</i>	<i>0%</i>	<i>4%</i>
Total income	6 473	8 122	7 159	6 765	6 829	7 108
<i>Growth percentage</i>	<i>(10)%</i>	<i>13%</i>	<i>(12)%</i>	<i>(5)%</i>	<i>1%</i>	<i>4%</i>

Table 2
Integrated resources plan: regular resources and other resources

(in millions of United States dollars)

	Plan 2021	Actual 2021	Estimate 2022	Plan		
				2023	2024	2025
1. Resources available						
Opening balance	2 806	2 806	3 617	3 283	2 568	2 386
Income						
Contributions	6 347	8 000	7 080	6 681	6 739	7 011
Other income	126	121	79	84	90	97
Total income	6 473	8 122	7 159	6 765	6 829	7 108
Tax reimbursement adjustment	(21)	(22)	(21)	(21)	(21)	(21)
Transfer to Working Capital Fund	(15)	(15)	(20)	(20)	(20)	(20)
Total available	9 243	10 891	10 734	10 007	9 355	9 453
2. Use of resources						
A. Development						
A.1 Programmes	5 999	6 404	6 560	6 539	6 040	6 166
<i>Country</i>	5 709	5 992	6 156	6 123	5 617	5 728
<i>Global and regional</i>	290	412	404	416	422	439
A.2 Development effectiveness	174	166	182	190	197	204
Subtotal	6 173	6 571	6 743	6 729	6 237	6 370
B. United Nations development coordination	20	10	10	10	10	10
C. Management	436	408	411	423	435	449
D. Independent oversight and assurance activities	-	-	21	23	24	25
E. Special purpose						
E.1 Capital investments	31	17	29	29	29	29
E.2 Private sector fundraising	213	213	238	226	235	245
E.3 Other	55	55	-	-	-	-
Subtotal	298	285	267	255	264	274
Institutional budget (A.2+B+C+D+E.1)	661	602	653	674	694	717
Integrated budget (A+B+C+D+E)	6 928	7 274	7 452	7 440	6 970	7 129
Closing balance of resources (excluding reserves)	2 315	3 617	3 283	2 568	2 386	2 324
Funded reserves						
After-service health insurance	691	724	791	862	937	1 016
Medical insurance plan	154	152	167	185	205	227
Separation and termination liabilities	142	139	159	183	210	240
Field office accommodation and staff	-	-	-	-	-	-
Procurement services	2	-	2	2	2	2
Working Capital Fund	27	18	38	58	78	98
Total	1 016	1 033	1 157	1 290	1 432	1 583

Table 3
UNICEF planned financial estimates: regular resources

(in millions of United States dollars)

	Plan					
	Plan 2021	Actual 2021	Estimate 2022	2023	2024	2025
1. Resources available						
Opening balance	477	477	523	306	296	279
Income						
Contributions	1 292	1 287	1 198	1 355	1 399	1 478
Other income	126	121	79	84	90	97
Total income	1 418	1 408	1 277	1 440	1 489	1 575
Tax reimbursement adjustment	(21)	(22)	(21)	(21)	(21)	(21)
Transfer to Working Capital Fund	(15)	(15)	(20)	(20)	(20)	(20)
Total available	1 859	1 849	1 759	1 704	1 744	1 814
2. Use of resources						
A. Development						
A.1 Programmes	995	905	997	953	953	955
Country	941	823	941	894	894	894
Global and regional	53	82	56	59	59	61
A.2 Development effectiveness	141	146	170	177	184	191
Subtotal	1 136	1 051	1 168	1 129	1 137	1 145
B. United Nations development coordination	10	10	10	10	10	10
C. Management	106	57	92	102	143	150
D. Independent oversight and assurance activities	-	-	2	3	5	6
E. Special purpose						
E.1 Capital investments	24	2	3	4	7	7
E.2 Private fundraising and partnerships	153	151	178	161	163	166
E.3 Other	55	55	-	-	-	-
Subtotal	231	208	181	165	170	173
Institutional budget (A.2+B+C+D+E.1)	281	215	278	296	349	363
Integrated budget (A+B+C+D+E)	1 483	1 325	1 453	1 409	1 465	1 484
Closing balance of resources (excluding reserves)	376	523	306	296	279	330
Funded reserves						
After-service health insurance	691	724	791	862	937	1 016
Medical insurance plan	154	152	167	185	205	227
Separation and termination liabilities	142	139	159	183	210	240
Field office accommodation and staff	-	-	-	-	-	-
Procurement services	2	-	2	2	2	2
Working Capital Fund	27	18	38	58	78	98
Total	1 016	1 033	1 157	1 290	1 432	1 583

Table 4

Regular resources: yearly phasing of estimated expenditures for programmes*(in millions of United States dollars)*

	2022	2023	2024	2025	Beyond 2025	Total recommendations
Programme						
1. Country programmes approved in prior years	771	359	238	151	42	1 561
2. New country programmes to be submitted to the 2022 Executive Board sessions		412	412	412	824	2 060
3. New country programmes to be prepared for submission to the 2023 Executive Board sessions			121	121	363	605
4. New country programmes to be prepared for submission to the 2024 Executive Board sessions				87	348	435
5. Amount set aside	63	63	63	63		
Subtotal	834	834	834	834		
6. Additional emergency requirements	60	60	60	60		
Subtotal	894	894	894	894		
7. Global and regional programme	56	59	59	61		
Total: programme	950	953	953	955		

Table 5
UNICEF planned financial estimates: other resources

(in millions of United States dollars)

	Plan 2021	Actual 2021	Estimate 2022	Plan		
				2023	2024	2025
1. Resources available						
Opening balance	2 329	2 329	3 093	2 977	2 272	2 106
Income						
Contributions	5 055	6 713	5 882	5 326	5 339	5 533
Total income	5 055	6 713	5 882	5 326	5 339	5 533
Total available	7 384	9 042	8 975	8 303	7 611	7 639
2. Use of resources						
A. Development						
A.1 Programmes	5 004	5 500	5 563	5 587	5 087	5 212
Country	4 767	5 170	5 215	5 230	4 724	4 834
Global and regional	236	330	348	358	363	378
A.2 Development effectiveness	33	20	12	13	13	13
Subtotal	5 037	5 520	5 575	5 600	5 100	5 225
B. United Nations development coordination	10	1	-	-	-	-
C. Management^a	330	351	319	321	292	300
D. Independent oversight and assurance activities^a	-	-	19	20	18	19
F. Special purpose						
E.1 Capital investments ^a	7	14	25	25	22	22
E.2 Private fundraising and partnerships	60	62	60	66	72	79
E.3 Other	-	-	-	-	-	-
Subtotal	67	77	85	91	94	101
Institutional budget (A.2+B+C+D+E.1)	381	387	375	378	346	354
Integrated budget (A+B+C+D+E)	5 444	5 949	5 998	6 031	5 505	5 645
Closing balance of resources (excluding reserves)	1 940	3 093	2 977	2 272	2 106	1 994

^a Amounts reflect the use of other resources cost recovery to fund management, independent oversight and assurance activities, and capital investments.

Table 6
UNICEF planned financial estimates: trust funds (procurement services activities)

(in millions of United States dollars)

	<i>Plan 2021</i>	<i>Actual 2021</i>	<i>Plan</i>			
			<i>Estimate 2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
1. Opening balance	1 179	1 179	4 722	4 222	3 722	3 722
2. Receipts	5 633	7 762	5 061	2 609	1 629	1 629
3. Disbursements	5 633	4 220	5 561	3 109	1 629	1 629
4. Closing balance	1 179	4 722	4 222	3 722	3 722	3 722

Table 7
Working Capital Fund
(in millions of United States dollars)

<i>Working Capital Fund</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Plan</i>				<i>Total</i>
			<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	
Opening balance	-	12	18	38	58	78	
Add: Transfer to Working Capital Fund	12	15	20	20	20	20	107
Less: Budget issued	0	9	-	-	-	-	9
Add: Budget reimbursed	0		-	-	-	-	
Ending budget balance	12	18	38	58	78	98	98