

UNICEF STRATEGIC PLAN: updated financial estimates, 2022–2025

Diane Kepler
Deputy Director, Strategic Resources Management
Division of Financial and Administrative Management

UNICEF Executive Board – Informal briefing – 24 August 2022
Item 9: UNICEF Strategic Plan: updated financial estimates, 2022 –2025
Reference document: [E/ICEF/2022/AB/L.8](#)

unicef 
for every child

Key messages on the updated financial estimates, 2022-2025



Based on the latest available information, UNICEF has prepared its financial framework and adopted a **conservative financial outlook** for the period 2022–2025, while closely monitoring developments.



Total income is forecast to decrease by 12% in 2022 compared with the actuals in 2021 as COVID-19 response funding continues to decrease. It is projected to decrease further by 5% in 2023, followed by forecasted growth of 1% and 4% in 2024 and 2025, respectively.

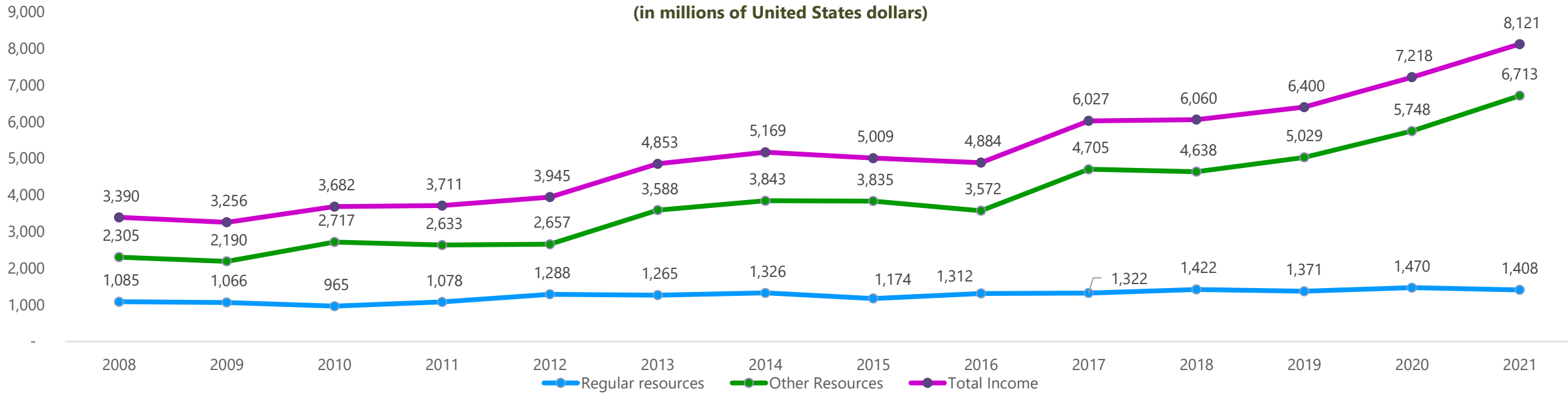


In the current environment, **regular resources have become even more critical** to meet the needs and rights of all children – they allow UNICEF to reach children at scale through its country programmes, facilitate sustainability of impact, and enable innovation and rapid response to in-country or regional situations, including emergencies.



In view of the current global environment and developments related to COVID-19 as well as global economic and political situation, **UNICEF has maintained a conservative expenditure plan**. UNICEF regularly monitors income projections and planned expenditure and will make the adjustments to expenditure plans if required, while keeping the Executive Board informed.

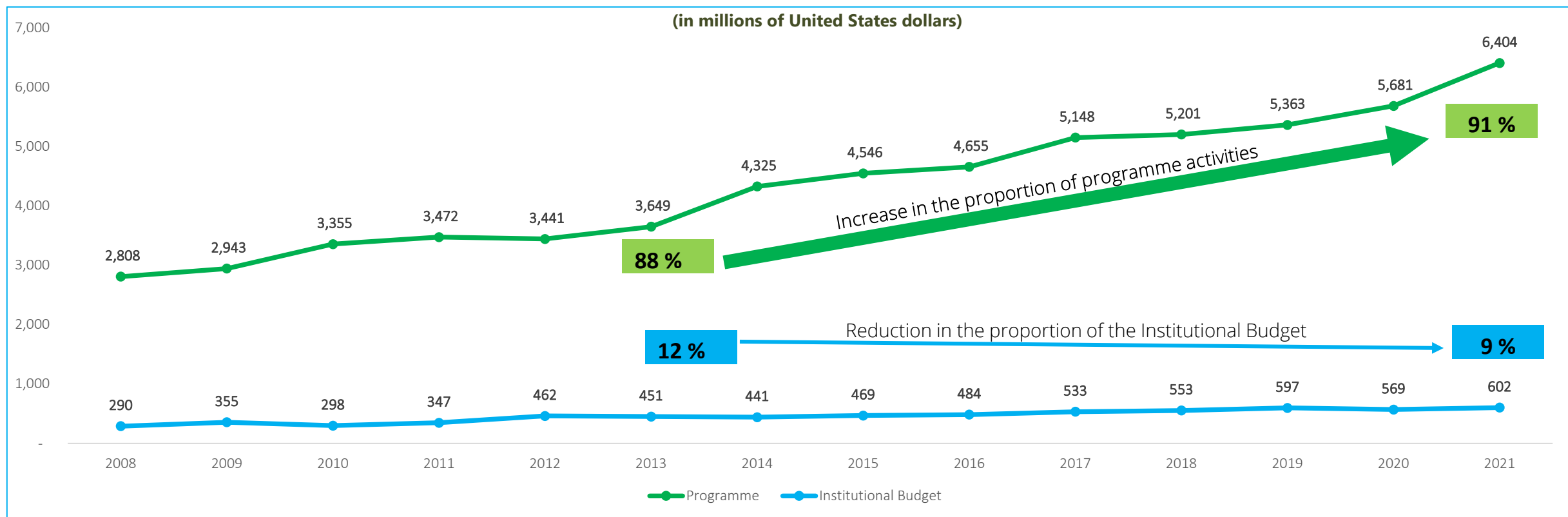
Historical income trends, 2008-2021



- **Total income has more than doubled** from \$3.4bn to \$8.1bn over the last 13 years, which is largely driven by increases in other resources (earmarked) funding.
- On the other hand, **regular resource income has not grown significantly** from 2012-2021, ranging between \$1.3bn and \$1.5bn.

Historical expenditure trends, 2008-2021

While expenditure on programme activities has increased by 86% since 2012, UNICEF has controlled the Institutional Budget with a lower percentage increase (30%), demonstrating efficiency and increasing the proportion of resources available for programme activities.

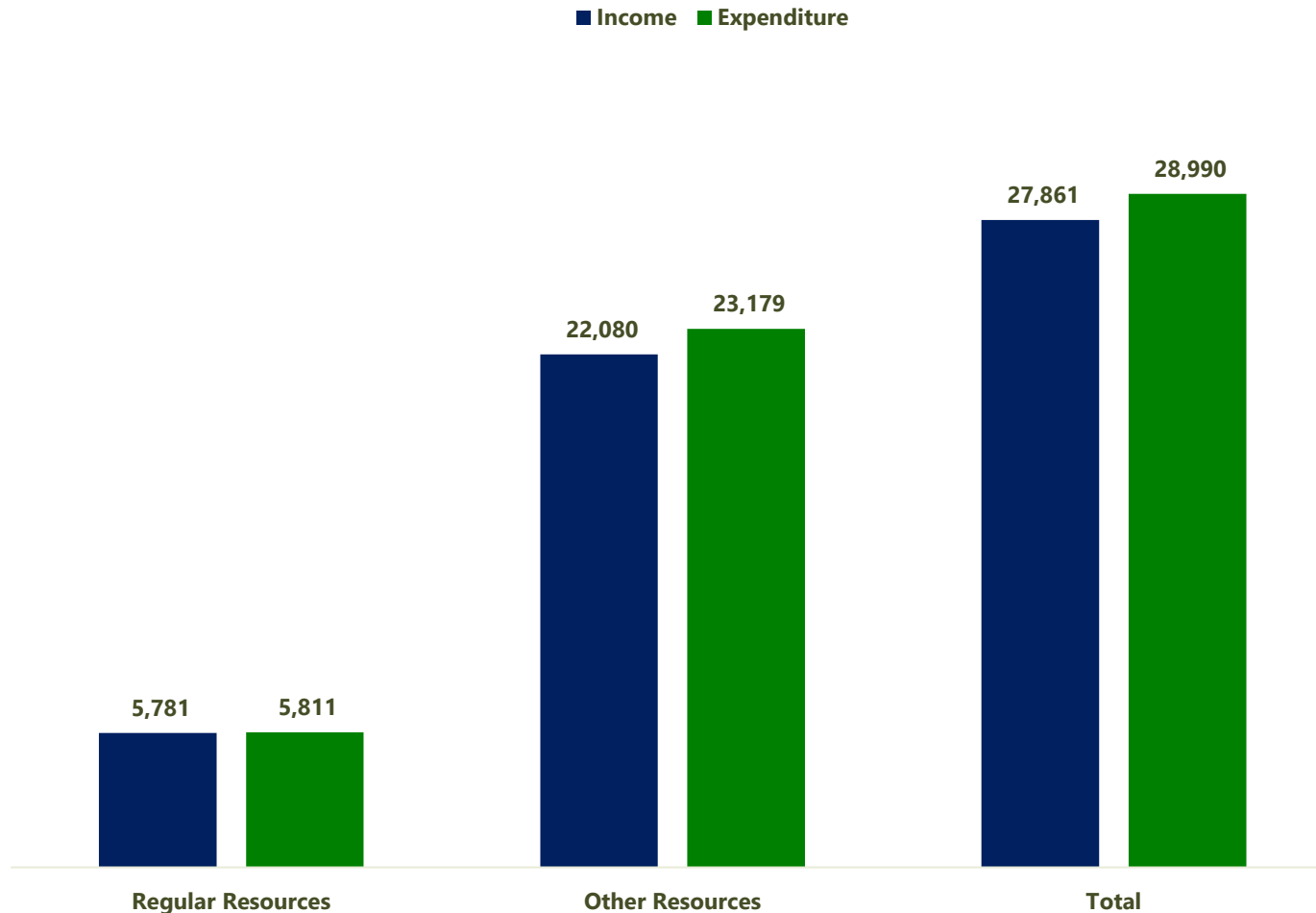


Projected income and expenditures: updated financial estimates, 2022-2025

Total Income and Expenditure Projections, 2022-2025

(in millions of United States dollars)

■ Income ■ Expenditure

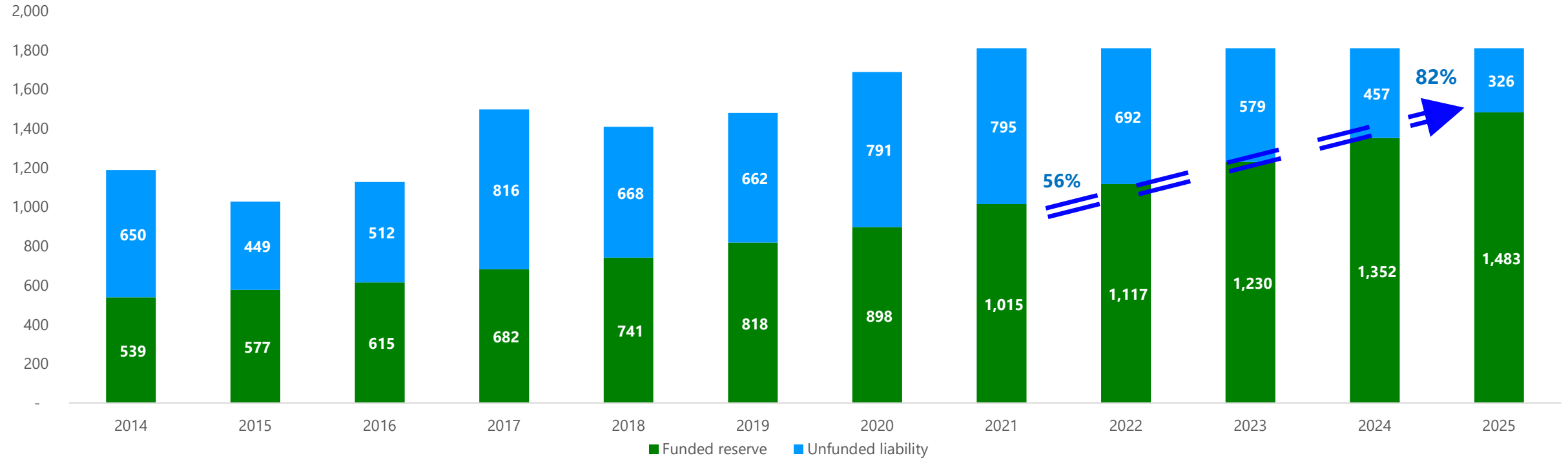


2022-2025 overall income and expenditure projections:

- The difference between total projected income of \$27.9 bn and expenditure of \$29 bn will be funded from the balance accumulated in prior years, when actual income surpassed planned amounts.
- UNICEF regularly reviews income and expenditure projections and in line with Executive Board decision 2020/22, UNICEF will maintain prudent liquidity levels in regular resources over the period of the Strategic Plan.

Progress on funding staff liabilities

(in millions of United States dollars)



- The staff liability reserve covers 56% of the liabilities as at the end of 2021.
- The funded reserves are projected to cover 82% of these liabilities by 2025, which is the funding strategy target.
- UNICEF will continue to monitor the effectiveness of, and make appropriate adjustments to, the strategy as financial variables change.

Proposed Executive Board decision for the second regular session related to the financial estimates 2022-2025: Update

Financial Estimates 2022–2025

- Approve the integrated resources framework of planned financial estimates for the period 2022–2025.

Preparation of programme expenditure submissions

- Approve 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.

Funding of Staff Liabilities

- Request UNICEF to provide annual updates to the Executive Board on the progress of funding its reserves for staff liabilities.

Thank you.

