

UNICEF STRATEGIC PLAN:

Updated financial estimates, 2022–2025



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UNICEF Executive Board – 2022 second regular session

Item 9: UNICEF Strategic Plan: Updated financial estimates, 2022–2025

Reference document: [E/ICEF/2022/AB/L.8](https://www.unicef.org/documents/E/ICEF/2022/AB/L.8)

Key messages

01

Based on the latest available information and consultation with key funding partners, UNICEF has adopted a prudent financial outlook in preparing its financial framework for 2022–2025.

02

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

03

Regular resources as a proportion of total income continues to show a downward trend, from 23 per cent in 2018 to 17 per cent in 2021.

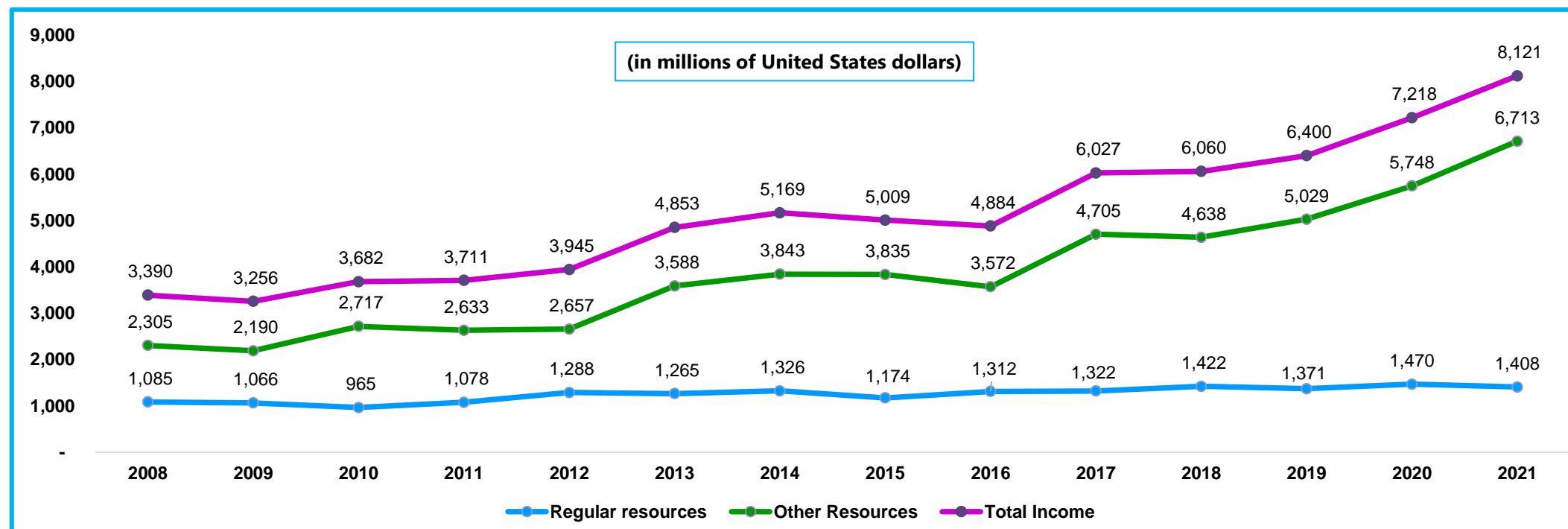
04

Regular resources have become even more critical to meet the needs of all children – allowing UNICEF to reach children at scale, facilitate sustainability of impact and enable innovation and rapid response.

05

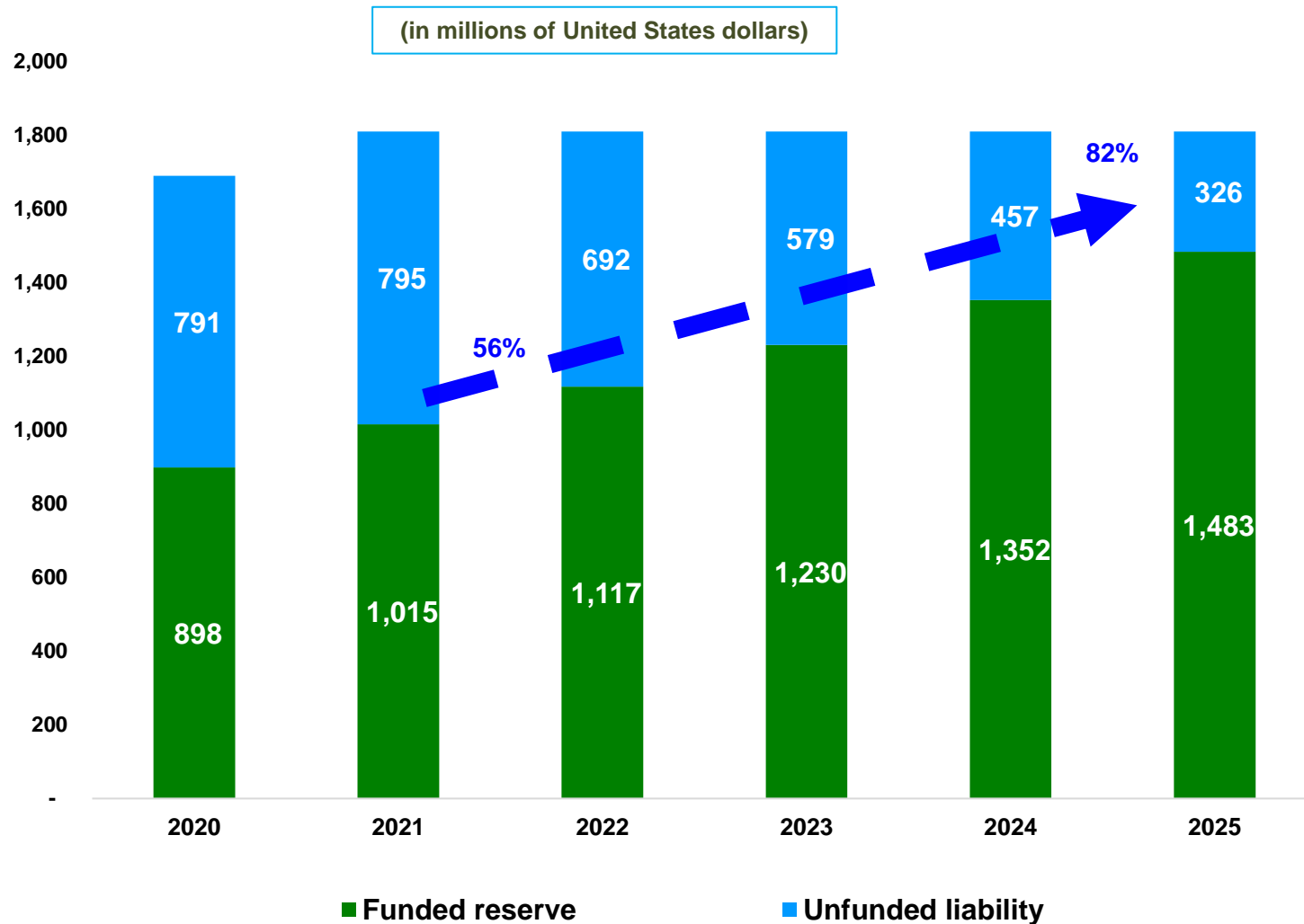
UNICEF regularly monitors income projections and planned expenditure and will make the adjustments if required, while keeping the Executive Board informed.

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.

Progress on funding staff liabilities



- The staff liability reserve covers 56% of the total staff liabilities as at the end of 2021.
- Funded reserves are projected to cover 82% of these liabilities by 2025, slightly above the funding strategy target of 80%.
- UNICEF will continue to monitor the effectiveness of the strategy and make appropriate adjustments as financial variables change.

Proposed Executive Board decision

Integrated resources framework

- 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.

