Overview of the functioning of UNICEF
Financial Oversight and Management

Thomas Asare
Comptroller and Director, Division of Financial and Administrative Management

Orientation for the 2023 Executive Board
January 2023
Governance, Accountability and Oversight

The Executive Board is the governing body of UNICEF

- UNICEF Financial Regulations and Rules (FRRs) govern the financial management and operation of UNICEF
- FRRs are administered consistent with applicable resolutions and decisions of the General Assembly, the Economic and Social Council and the Executive Board.
- The Executive Director is fully responsible and accountable to the Executive Board for financial and operations management. All other officials are accountable to the Executive Director and may be held personally responsible and financially liable for the consequences of contrary actions.
- The Comptroller, on behalf of the Executive Director administers the Regulations and Rules and determines the proper application.
Internal and External Oversight

- Advisory Committee on Administrative and Budgetary Questions (ACABQ)
- Fifth Committee
- Internal Management Reviews
- Annual External Audit by UNBOA
- Internal Audit and Investigations
- Audit Advisory Committee
- Joint Inspection Unit (JIU) reviews
- Donor Reviews and Assessments
Integrated Budget and Regular Resource Allocation

**Budget Categories**

- Country
- Global and Regional

**Programme**

**Institutional**

- Development Effectiveness
- Management
- United Nations Development Coordination
- Independent Oversight and Assurance

**PFP Special Purpose**

- Private Sector Fundraising

**Regular Resources (RR) allocation to Programmes:**

RR allocated according to EB approved formula based on three core criteria:

- Gross National Income (GNI) per capita
- Under-five mortality rate
- Child Population

- Minimum Allocation: $850k
Income trend
Up to 2021 – actual values
2022 - estimates

Total income has doubled from $3.95bn to $8.1bn from 2012 to 2021.

In 2021, UNICEF for the first time crossed the $8bn annual income mark.
<table>
<thead>
<tr>
<th>Resource, financial and budgetary Document</th>
<th>First Regular Session</th>
<th>Annual Session</th>
<th>Second Regular Session</th>
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</thead>
<tbody>
<tr>
<td>Integrated Budget of the Strategic Plan</td>
<td></td>
<td>✓ Every 4 years</td>
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<tr>
<td>Mid Term Review of Integrated Budget</td>
<td>✓ 3rd year of the Strategic Plan</td>
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<td>Updated Annual Financial Estimates</td>
<td></td>
<td>✓ Annual</td>
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<td>Audited Financial Statements</td>
<td>✓ 7 months after issuance of Audit Report by UNBoA</td>
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<tr>
<td>PFP : Work Plan and Budget</td>
<td>✓</td>
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<tr>
<td>PFP : Financial Report</td>
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Thank you