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UNICEF Strategic Plan: updated financial estimates, 2020–2023

Summary

A four-year financial framework, which forms part of the UNICEF Strategic Plan, is presented in accordance with Executive Board decision 2017/14. The financial plan is reviewed and revised annually on a rolling basis.

For 2020, total income^a is projected to reach \$6.33 billion, an increase of 1 per cent compared with the approved estimates for 2020 included in the 2019 updated financial estimates document submitted to the Executive Board. The annual income for the period 2020–2023 is projected to decline by 1 per cent in 2020 compared to the 2019 actual, and by 4 per cent in 2021. The annual income is projected to remain at a similar level in 2022, and then is forecast to grow by 3 per cent in 2023. Total 2020 expenditure is estimated at \$6.57 billion, exceeding the forecast income by \$232 million. While the deficit will be financed from cash balances, UNICEF will continue to maintain prudent liquidity levels.

This 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 2021. 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 recommends that the Executive Board approve the framework of planned financial estimates for the period 2020–2023, and also approve the preparation of programme expenditure submissions to the Executive Board of up to \$0.88 billion from regular resources in 2021, subject to the availability of resources and the continued validity of these planned financial estimates. A draft decision is 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.

* [E/ICEF/2020/17](#).



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I. Overview

1. This document presents the four-year financial plan for 2020–2023, which forms part of the UNICEF Strategic Plan in accordance with Executive Board decision 2017/14, 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 2020–2023 to consider actual income and expenditure for 2019 and revised estimates for 2020–2023. Based on the latest income projections, planned expenditures for 2020–2023 were revised. UNICEF continues to assess the impact of the coronavirus disease 2019 (COVID-19) pandemic on current and future income estimates, and is revising strategies to limit any potential downturn in resource mobilization results. Based on the latest available information, UNICEF has prepared its financial framework and adopted a conservative financial outlook for the period 2020–2023, while closely monitoring developments.

3. The estimated amount of regular resources for programme proposals to be approved by the Executive Board in 2021 is \$0.88 billion for programme cycles that start in 2022. 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 2017/14, 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 income, expenditure and liquidity as a baseline to the financial plan.

III. Financial review, 2019

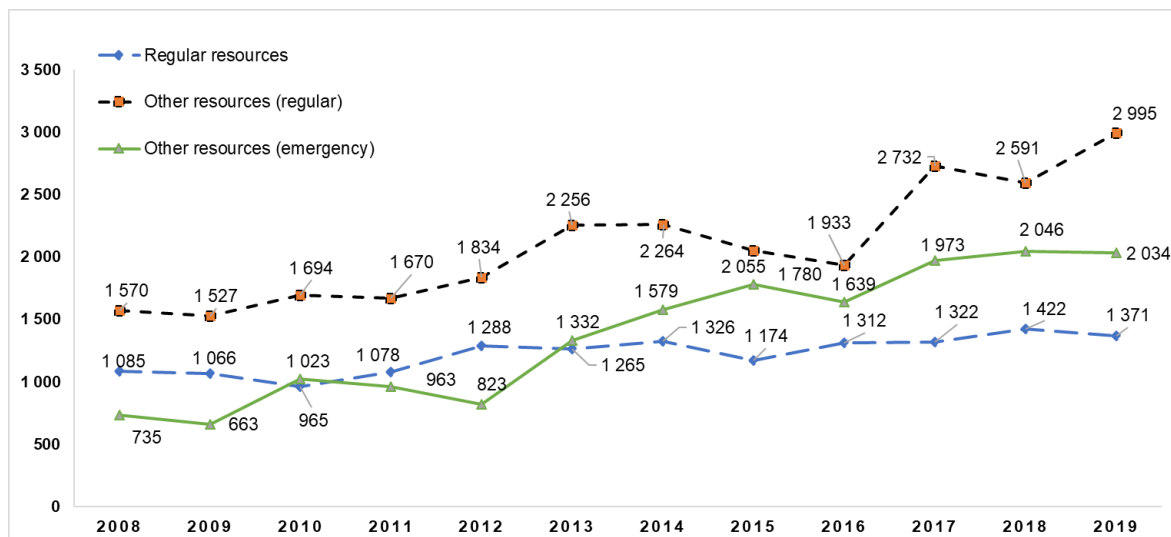
A. Income

6. Total income increased by 6 per cent in 2019, to \$6.4 billion, compared with 2018. The primary income source remains voluntary contributions from Governments, inter-organizational arrangements, Global Programme Partnerships, private organizations and individuals, which accounted for 97 per cent of the total. The remaining 3 per cent was generated by interest income (\$117 million), procurement services for partners (\$50 million), warehouse goods transfers (\$7 million), miscellaneous activities (\$23 million) and royalties and sales of greeting cards and products (\$5 million).

7. Regular resources income (i.e., non-earmarked or “core” funds) was \$1.37 billion in 2019, a decrease of 4 per cent compared with 2018 (\$1.42 billion). Other resources (regular) contributions were \$3.0 billion and other resources (emergency) were \$2.03 billion. Increases in other resources (regular) of \$403 million and a marginal decrease in other resources (emergency) funds of \$12 million resulted in an overall net increase in other resources of \$391 million, or 8 per cent compared with 2018.

Figure I
UNICEF income, 2008–2019

(in millions of United States dollars)



8. The increase in other resources (regular) income of 16 per cent over 2018 is attributed primarily to funding received from the World Bank for Yemen; and from Germany for Iraq, Lebanon, Sudan and other programme countries. Almost half of the other resources (emergency) funds focused on the large-scale crises in South Sudan, the Syrian Arab Republic and Yemen, and on supporting Syrian refugee-hosting countries. At the start of 2019, UNICEF requested \$3.92 billion through the Humanitarian Action for Children appeal. By December, the appeal had reached \$4.13 billion. Escalating insecurity and limited access to services in countries such as Burkina Faso, Mali, Sudan and the Bolivarian Republic of Venezuela, as well as natural disasters, including Cyclone Idai in Eastern and Southern Africa and droughts in Angola, Kenya, Pakistan and Zimbabwe, contributed to these increasing needs. Despite the generous support of donors, the funding shortfall remained significant, at 50 per cent. Of all funds received, 68 per cent went to support 10 countries out of the 47 with appeals launched in 2019. Many responses remained underfunded, including to the situations in Burkina Faso, Cameroon, Pakistan, Uganda and the Bolivarian Republic of Venezuela – all of which had funding gaps exceeding 70 per cent.

9. The decline in regular resources is due to a challenging environment in the private sector fundraising climate globally, which continued to contract in 2019; and to increased earmarking of public sector resources. While data indicate that UNICEF is faring better than other organizations, this challenging situation is foreseen to continue in 2020, particularly in the context of the COVID-19 pandemic.

10. In 2019, a total of 139 Governments contributed resources to UNICEF. Total public sector contributions (from Governments, intergovernmental organizations and inter-organizational arrangements) were \$4.74 billion, 9 per cent higher than planned, and 7 per cent higher than the 2018 actual results. Private sector contributions (from National Committees for UNICEF, individual donors, non-governmental organizations and foundations) of \$1.46 billion were 9 per cent lower than planned, and similar to 2018 and 2017 actuals. These variances are partly attributable to the difference between planned and actual exchange rates. In the case of the private sector, continued rising nationalism has led the media in many countries to focus on domestic rather than international issues, which has had a negative impact on giving. In addition, a decline in foundation funding and fewer media-driven rapid onset emergencies have had a negative impact on private sector fundraising.

B. Expenditure

11. Total expenditure amounted to \$6.26 billion in 2019, an increase of 4 per cent over 2018. Programme and development effectiveness represented 88 per cent of total UNICEF expenditure in 2019. Further detailed analysis of 2019 financial performance is provided in chapters IV and V of the UNICEF financial statements for 2019 and in the report on the midterm review of the UNICEF Strategic Plan, 2018–2021 and annual report for 2019 of the Executive Director of UNICEF ([E/ICEF/2020/8](#)), presented at the 2020 annual session of the Executive Board.

Oversight functions

12. Evaluation plays a key role in supporting the organization in the delivery of programmes. The number of evaluations undertaken continued to increase in 2019, and an independent assessment confirmed that UNICEF is performing well in terms of the quality and coverage of evaluations. Expenditure on evaluation increased in 2019, from 0.80 per cent of overall programme expenditure in 2018 to 0.86 per cent in 2019. The Evaluation Pooled Fund, now in its second year, has contributed significantly to this improved performance. However, expenditure remains below the benchmark established in Executive Board decision 2018/10, which calls for evaluation to account for 1 per cent of programme expenditure by the end of 2019.

13. UNICEF is committed to having an effective internal audit and investigations function that carries out its activities in accordance with the Office of Internal Audit and Investigations (OIAI) Charter, and in conformity with the International Standards for the Professional Practice of Internal Auditing (of the Institute of Internal Auditors). This commitment is reflected in the OIAI office management plan 2018–2021, which addresses priority risks and issues faced by UNICEF. The Office of Internal Audit and Investigations was allocated an annual budget of \$10.5 million for 2019. UNICEF issued 28 internal audit reports in 2019, generating 353 agreed actions to strengthen governance, risk management and controls. Two advisory reports and a report on a UNICEF-led, six-agency joint audit of the United Nations Delivering as One programme in one country were issued. The organization managed 498 investigations cases in 2019, a 120 per cent increase over 2018, and closed 287, a 209 per cent increase in closures over 2018. The number of matters reported for investigation continued to rise.

C. Trust funds

14. 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.

15. UNICEF hosted trust funds of \$228.66 million (vs. 2018: \$112.10 million) represent the balance of internally hosted special funds; the Education Cannot Wait fund, which is a global fund to transform the delivery of education to children and youth affected by crisis; and the End Violence Against Children fund, which provides financial support to programmes to achieve a world in which every child grows up free from violence.

16. Procurement services receipts amounted to \$2.1 billion in 2019, an increase of 53 per cent compared with 2018. 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

17. Funded reserves amounted to \$820 million as at 31 December 2019. They comprise reserves for procurement services, capital assets, after-service health insurance, the Medical Insurance Plan and staff separations. After-service employee benefits liabilities are estimated at \$1.5 billion and, as at year end 2019, 55 per cent of this liability was funded.

Liquidity after reserves

18. The total available cash balance excluding reserves and after considering commitments at the end of 2019 was \$2.47 billion: \$284.91 million in regular resources and \$2.18 billion in other resources (regular and emergency).

19. Contributions for both other resources and trust funds are generally received prior to the implementation of programmes. In addition, UNICEF signs multi-year agreements with donors.

20. In 2019, UNICEF maintained a prudent level of liquidity for regular resources, defined as the equivalent of expenditure for three to six months. This is consistent with the general practices of non-profit organizations and the United Nations community.

IV. Planned financial estimates 2020–2023

21. This section presents the projections of UNICEF financial resources for the period 2020–2023. 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 2013/20, the presentation of the planned financial estimates is aligned with the format of the integrated resource plan as presented in the UNICEF integrated budget, 2018–2021, and presents the planned use of resources grouped by the harmonized cost-classification categories.

22. 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

23. UNICEF is assessing the impact of the COVID-19 pandemic on current and future income estimates, and is pivoting to revise strategies to limit any potential downturn in resource mobilization results. Based on the latest available information, UNICEF is preparing its financial framework and adopting a conservative financial outlook for the period 2020–2023, while closely monitoring developments.

24. Total income is forecast to decrease by 1 per cent in 2020 compared with actual income in 2019. In 2021, total income is projected to further decrease by 4 per cent. In 2022, total income is forecast to remain at similar level as in 2021 and then is projected to grow by 3 per cent in 2023.

25. Other resources income is projected to decline by 1 per cent in 2020 compared with the 2019 actual. Other resources income is estimated to further decrease by 5 per cent in 2021. In 2022, other resources income is projected to remain flat compared to 2021, and in 2023 it is projected to grow by 4 per cent. Income estimates are provided in table 1 (see annex).

26. The share of private sector contributions to UNICEF total income is expected to increase in the medium term, from 23 per cent in 2020 to 25 per cent in 2023.

27. Regular resources income is projected to decrease by 2 per cent in 2020 compared with the 2019 actual. Regular resources income is expected to continue to decline by 1 per cent in 2021 and then is expected to remain flat in 2022–2023.

28. In the current environment, regular resources 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. These core resources allow UNICEF to allocate funding to where it is most needed to achieve the goals of the Strategic Plan and the Sustainable Development Goals. Increased regular resources from the public sector is central to the funding compact between the United Nations development system and the United Nations Member States. UNICEF has developed new strategies to maintain and accelerate the mobilization of regular resources, which include an organization-wide effort to increase visibility and recognition of the critical role of regular resources, and 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

29. Based on the latest income projections, planned expenditures for 2020–2023 were revised. To address the shortfall in regular resources income, UNICEF has reduced planned regular resources expenditure to remain within affordable levels. Adjustments have been made to investment funds for private sector fundraising, country programme and Global and Regional Programme planned regular resources expenditures. In addition, regular resources funding for the institutional budget has been reduced, with a larger proportion of the institutional budget funded from cost recovery generated through increases in other resources programme expenditures.

30. Total expenditure in 2020 is expected to increase by 5 per cent compared with the 2019 actual expenditure.

31. As shown in table 2 of the annex, total estimated annual expenditure during the 2020–2023 planning period will exceed the projected annual income. The resulting deficit will be funded from the balance accumulated in prior years, when actual income surpassed planned amounts.

Oversight functions

32. In support of the evaluation function, UNICEF has doubled its supplementary funding from regular resources in 2019. Supplementary investments will be considered for the remainder of the Strategic Plan period to comply with Executive Board decision 2018/10.

33. UNICEF maintains its commitment to having an effective internal audit function, and will assess the need to further strengthen this capacity and make adjustments during the remainder of the Strategic Plan period.

Regular resources expenditure

34. The main components of estimated regular resources expenditure for the period 2019–2023 are: (a) development activities comprising (i) programmes and (ii) development effectiveness, which account for 76 per cent of the total use of regular resources; (b) management activities, which account for 6 per cent; (c) United Nations

development coordination, which accounts for 1 per cent; and (d) special purpose activities, including private sector fundraising, which account for 17 per cent.

Programmes

35. 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. It is critical for UNICEF and its partners to continue efforts to ensure a flexible and predictable funding base.

36. Based on the income projections presented in table 1, UNICEF reduced planned regular resources expenditure to remain within affordable levels. Adjustments have been made to investment funds for private sector fundraising, country programme and Global and Regional Programme planned regular resources expenditures. In addition, regular resources funding for the institutional budget has been reduced, with a larger proportion of the institutional budget funded from cost recovery generated through increases in other resources programme expenditures. Allocations of regular resources to country programmes will be managed according to the modified system for allocation, approved by the Executive Board in its decisions 2008/15 and 2013/20, which favours the countries in greatest need.

37. As illustrated in table 4, at the beginning of 2020, regular resources expenditures for ongoing country programmes were estimated at \$1.95 billion. Regular resources for programmes proposed to the Executive Board for approval in 2020 totals \$1.03 billion for programme cycles that start in 2021.

38. The estimated amount of regular resources for programme proposals to be approved by the Executive Board in 2021 is \$0.88 billion for programme cycles that start in 2022. The level of planned programme expenditure will be continuously reviewed and adjusted based on updated information on projected income.

Institutional budget

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

40. At its second regular session of 2017, the Executive Board approved a four-year institutional budget of \$2.46 billion for the period 2018–2021 to support implementation of the UNICEF Strategic Plan, 2018–2021. A report on the midterm review of the integrated budget, 2018–2021 was presented at the annual session in 2020 and approved by the Executive Board to be maintained at the initially approved level of \$2.46 billion.

41. In compliance with the General Assembly resolution 72/279, requesting the doubling of the current United Nations Development Group cost-sharing arrangement among United Nations development system entities, UNICEF made a provision in the amount of \$12 million for 2019–2021 in its institutional budget to meet the cost-sharing requirement set out in the resolution. This amount was absorbed within the existing ceiling of the institutional budget due to savings generated from efficiencies.

Cost recovery

42. In line with the approved cost-recovery methodology, cost recovery from other resources will fund the management and special purpose (capital investment) activities of the institutional budget.

43. In 2019, the actual institutional budget funding split was 43 per cent from regular resources, 52 per cent from cost recovery, and 5 per cent from other resources. Actual cost recovery in 2019 was \$311.2 million compared with a planned amount of \$313 million.

44. During 2018–2019, 15 per cent of the institutional budget, subject to cost recovery, was funded from regular resources, with the balance of 85 per cent funded from other resources. This proportion is similar to the estimates provided in the approved plan of 19 per cent funded from regular resources and 81 per cent from other resources. In addition, this proportion of 15/85 of use of regular resources, other resources and cost recovery, respectively, to fund the institutional budget, is similar to the proportion of total expenditure 24/76 (i.e., 24 per cent regular resources and 76 per cent other resources). This confirms that regular resources do not subsidize the implementation of other resources funded programmes.

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

Other resources expenditure

46. The projections of programme assistance expenditure funded by other resources, presented in table 5 reflect efforts to accelerate programme implementation. Other resources expenditure in 2020 is projected to be 4 per cent greater than other resources income, and this trend is expected to continue for the remainder of the approved integrated budget period.

C. Funded reserves

47. The largest funded reserves are for after-service staff liabilities. These reserves are the after-service health insurance fund, including the Medical Insurance Plan, and the separation fund for repatriation costs.

48. Following discussions with the Executive Board and the implementation of the 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 these liabilities. The strategy will ensure that, over time, the reserve for these liabilities is accumulated from the funding sources to which post costs are correctly attributed. The total amount of funding for these reserves is projected to increase from \$820 million in 2019 to \$1,123 million in 2023, as shown in table 3 of the annex, and will fund the related liabilities, increasing from the current 55 per cent as at end of 2019 to 76 per cent by 2023.

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

D. Fund balance

50. The regular resources fund balance is projected to be \$360 million at the end of 2020, which is sufficient to meet the minimum requirement of three months of estimated disbursements. The regular resources cash balance is used as working capital to mitigate the liquidity risk related to fluctuations in cash inflows. Unlike other resources, which are allocated to programmes when cash is received from a donor, regular resources allocations for country programmes are made in November for the following year, before the regular resources funds are received. It is therefore critical to have working capital to start programme implementation while awaiting cash from donors.

51. Taking into account regular resources income projections for 2020–2023, and in order to minimize the impact on the planned results, the regular resources fund level

is projected to be at the level of a two-month equivalent of planned expenditure at the end of 2023. This balance of available resources, also referred to as working capital, is considered prudent to ensure the continuity of programmes and other activities. Each year, UNICEF ensures that the cash balance complies with the minimum liquidity requirement, in accordance with the UNICEF Financial Regulations and Rules. This has been the case to date, and compliance is actively monitored throughout the budgeted period.

52. As part of efforts to accelerate programme implementation, other resources expenditure is projected to be greater than income for each year of the planning period 2020–2023. Therefore, the other resources available balance is projected to decrease from \$1.74 billion at the end of 2019 to \$471 million in 2023.

V. Draft decision

53. 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 2020–2023 as contained in document [E/ICEF/2020/AB/L.7](#) as a flexible framework for supporting UNICEF programmes;

2. *Approves* the integrated resources framework of planned financial estimates for the period 2020–2023, and approves the preparation of country programme expenditure submissions to the Executive Board of up to \$0.88 billion from regular resources in 2021, 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 resources 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)

¹ Rounding differences may impact the totals reported in tables 1 to 6.

Table 1
UNICEF income estimates

(in millions of United States dollars)

	Plan 2019	Actual 2019 ^a	Estimate 2020	Plan		
				2021	2022	2023
Regular resources						
Governments	522	519	526	526	526	526
Global Programme Partnerships	-	-	-	-	-	-
Private sector	817	649	646	646	646	646
Other income	174	203	164	144	144	144
Total — regular resources	1 512	1 371	1 337	1 317	1 317	1 317
Growth percentage	6%	(4)%	(2)%	(1)%	0%	0%
Other resources						
Regular						
Governments	1 340	1 474	1 244	1 135	1 159	1 205
Global Programme Partnerships	224	240	370	370	400	405
Private sector	684	663	651	668	718	772
Inter-organizational arrangements	466	618	620	640	650	665
Subtotal — programmes	2 714	2 995	2 885	2 813	2 927	3 047
Growth percentage	5 %	16%	(4)%	(2)%	4%	4%
Emergencies						
Governments	1 512	1 559	1 621	1 498	1 438	1 478
Global Programme Partnerships	-	3	23	13	-	-
Private sector	100	144	154	140	140	140
Inter-organizational arrangements	280	328	313	267	240	250
Subtotal — emergencies	1 892	2 034	2 111	1 918	1 818	1 868
Growth percentage	(8)%	(1)%	4%	(9)%	(5)%	3%
Total — other resources	4 606	5 029	4 997	4 731	4 745	4 915
Growth percentage	(1)%	8%	(1)%	(5)%	0%	4%
Total income	6 118	6 400	6 333	6 048	6 062	6 232
Growth percentage	1 %	6%	(1)%	(4)%	0%	3%

^aActual growth percentage in 2019 is in comparison to the 2018 actual.

Table 2
Integrated resources plan: regular resources and other resources
(in millions of United States dollars)

	Plan 2019	Actual 2019	Estimate 2020	Plan		
				2021	2022	2023
1. Resources available						
Opening balance	2 033	2 033	2 155	1 903	1 096	835
Income						
Contributions	5 944	6 197	6 169	5 904	5 918	6 087
Other income	174	203	164	144	144	144
Total income	6 118	6 400	6 333	6 048	6 062	6 232
Adjustment	(20)	(20)	(20)	(20)	(20)	(20)
Total available	8 131	8 413	8 468	7 931	7 138	7 047
2. Use of resources						
A. Development						
A.1 Programmes	5 459	5 363	5 673	5 917	5 446	5 496
Country	5 199	5 102	5 321	5 633	5 216	5 266
Global and Regional	260	261	352	284	230	230
A.2 Development effectiveness	184	166	164	164	150	150
Subtotal	5 643	5 529	5 837	6 081	5 596	5 646
B. United Nations development coordination	22	10	20	20	15	15
C. Management	394	392	405	433	383	385
D. Special purpose						
D.1 Capital investments	19	29	17	11	20	20
D.2 Private sector fundraising	245	222	211	215	215	215
D.3 Other	83	77	75	75	75	75
Subtotal	347	327	303	300	310	310
Institutional budget (A.2+B+C+D.1)	618	597	606	628	568	570
Integrated budget (A+B+C+D)	6 406	6 259	6 565	6 835	6 303	6 355
Closing balance of resources	1 726	2 155	1 903	1 096	835	692
Funded reserves						
After-service health insurance	595	578	625	675	729	787
Medical Insurance Plan	134	134	147	162	178	196
Separation and termination liabilities	97	106	113	121	130	139
Field office accommodation	2	0	0	0	0	0
Procurement services	2	2	2	2	2	2
Total	831	820	887	959	1 038	1 123

Table 3
UNICEF planned financial estimates: regular resources

(in millions of United States dollars)

	Plan 2019	Actual 2019	Estimate 2020	Plan		
				2021	2022	2023
1. Resources available						
Opening balance	589	589	416	360	285	252
Income						
Contributions	1 339	1 168	1 173	1 173	1 173	1 173
Other income	174	203	164	144	144	144
Total income	1 512	1 371	1 337	1 317	1 317	1 317
Adjustment	(20)	(20)	(20)	(20)	(20)	(20)
Total available	2 081	1 941	1 733	1 657	1 582	1 549
2. Use of resources						
A. Development						
A.1 Programmes	1 065	1 012	916	914	895	895
Country	1 010	938	865	865	865	865
Global and Regional	55	74	51	48	30	30
A.2 Development effectiveness	149	142	131	131	115	115
Subtotal	1 214	1 154	1 048	1 044	1 010	1 010
B. United Nations development coordination	10	10	10	10	10	10
C. Management	92	93	85	85	75	75
D. Special purpose						
D.1 Capital investments	6	14	4	4	4	4
D.2 Private sector fundraising	182	177	151	155	155	155
D.3 Other	83	77	75	75	75	75
Subtotal	271	267	230	233	234	234
Institutional budget (A.2+B+C+D.1)	258	259	230	229	205	205
Integrated budget (A+B+C+D)	1 588	1 524	1 372	1 373	1 330	1 330
Closing balance of resources	494	416	360	285	252	219
Funded reserves						
After-service health insurance	595	578	625	675	729	787
Medical Insurance Plan	134	134	147	162	178	196
Separation and termination liabilities	97	106	113	121	130	139
Field office accommodation	2	0	0	0	0	0
Procurement services	2	2	2	2	2	2
Total	831	820	887	959	1 038	1 123

Table 4

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

	2020	2021	2022	2023	Beyond 2023	Total recommendations
Programme						
1. Country programmes approved in prior years	762	556	380	157	95	1 950
2. New country programmes to be submitted to the 2020 Executive Board sessions		206	206	206	412	1 030
3. New country programmes to be prepared for submission to the 2021 Executive Board sessions			176	176	529	882
4. New country programmes to be prepared for submission to the 2022 Executive Board sessions				223	891	1 114
5. Amount set aside	61	61	61	61		
6. Estimated allocation of net income from the sale of greeting cards in countries with UNICEF programmes	2	2	2	2		
Subtotal	825	825	825	825		
7. Additional emergency requirements	40	40	40	40		
Subtotal	865	865	865	865		
8. Global and Regional programme	51	48	30	30		
Total: programme	916	914	895	895		

Table 5
UNICEF planned financial estimates: other resources

(in millions of United States dollars)

	Plan 2019	Actual 2019	Estimate 2020	Plan		
				2021	2022	2023
1. Resources available						
Opening balance	1 444	1 444	1 739	1 542	811	582
Income						
Contributions	4 606	5 029	4 997	4 731	4 745	4 915
Total income	4 606	5 029	4 997	4 731	4 745	4 915
Total available	6 050	6 473	6 735	6 273	5 557	5 497
2. Use of resources						
A. Development						
A.1 Programmes	4 394	4 351	4 757	5 004	4 551	4 601
Country	4 189	4 164	4 456	4 767	4 350	4 400
Global and Regional	204	187	301	236	200	200
A.2 Development effectiveness	35	24	33	33	35	35
Subtotal	4 429	4 374	4 789	5 037	4 586	4 636
B. United Nations development coordination	11	0	10	10	5	5
C. Management^a	302	300	320	348	308	310
D. Special purpose						
D.1 Capital investments ^a	13	15	13	7	16	16
D.2 Private sector fundraising	64	45	60	60	60	60
D.3 Other	–	–	–	–	–	–
Subtotal	77	60	73	67	76	76
Institutional budget (A.2+B+C+D.1)	362	339	376	399	364	366
Integrated budget (A+B+C+D)	4 819	4 734	5 193	5 462	4 975	5 027
Closing balance of resources	1 230	1 739	1 542	811	582	471

^a Amounts reflect the use of other resources cost recovery to fund management and capital investments.

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

(in millions of United States dollars)

	Plan 2019	Actual 2019	Estimate 2020	Plan		
				2021	2022	2023
1. Opening balance	654	654	895	895	895	895
2. Receipts	1 775	2 129	1 553	1 568	1 612	1 612
3. Disbursements	1 775	1 888	1 553	1 568	1 612	1 612
4. Closing balance	654	895	895	895	895	895