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Annex to the UNICEF integrated budget, 2018-2021

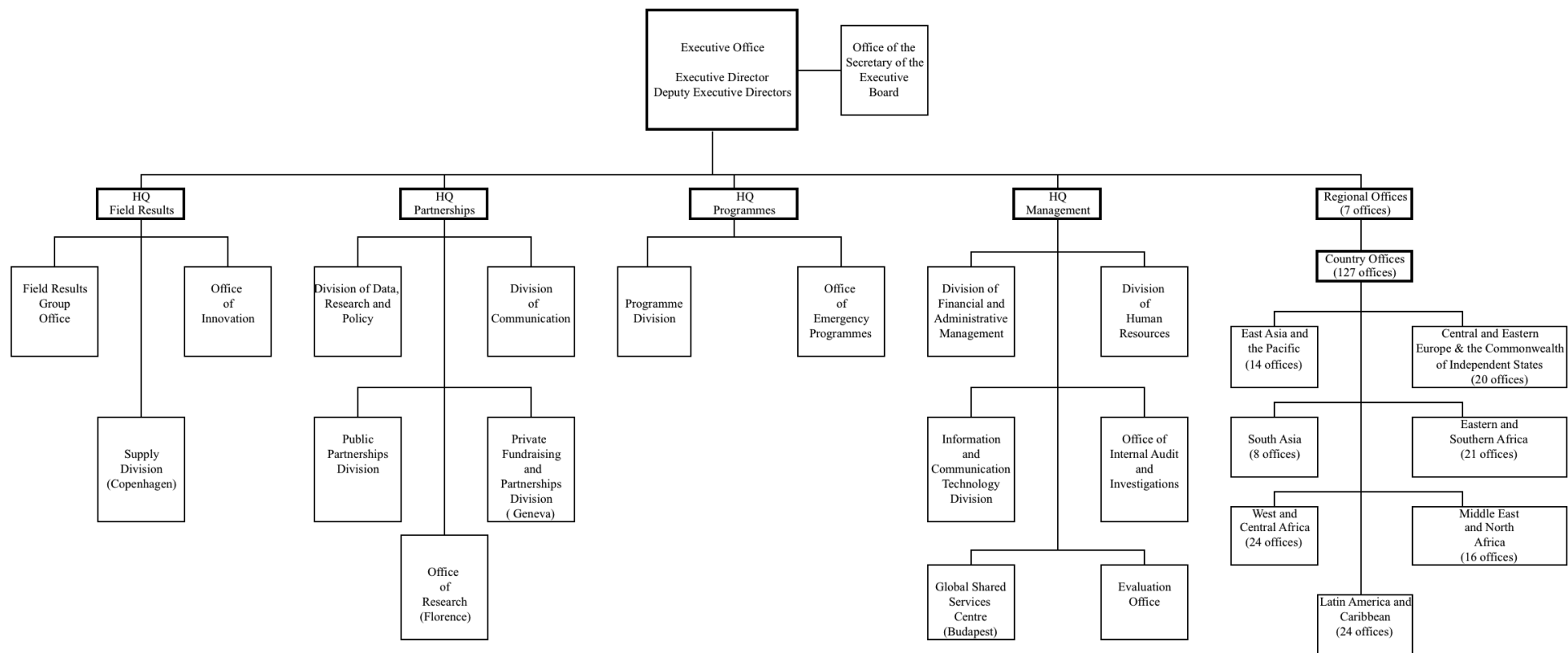
Summary

The present document presents the annex to the UNICEF integrated budget, 2018-2021 (E/ICEF/2017/AB/L.4), containing appendices A through G, and should be considered as part of that document.

* E/ICEF/2017/14.



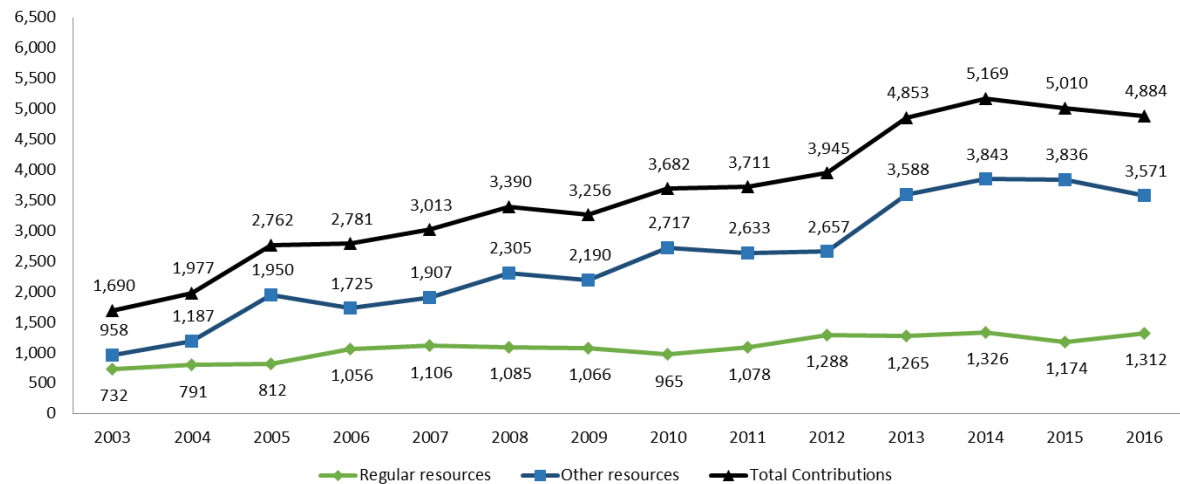
Appendix A – Organization of the secretariat of UNICEF, 2018-2021



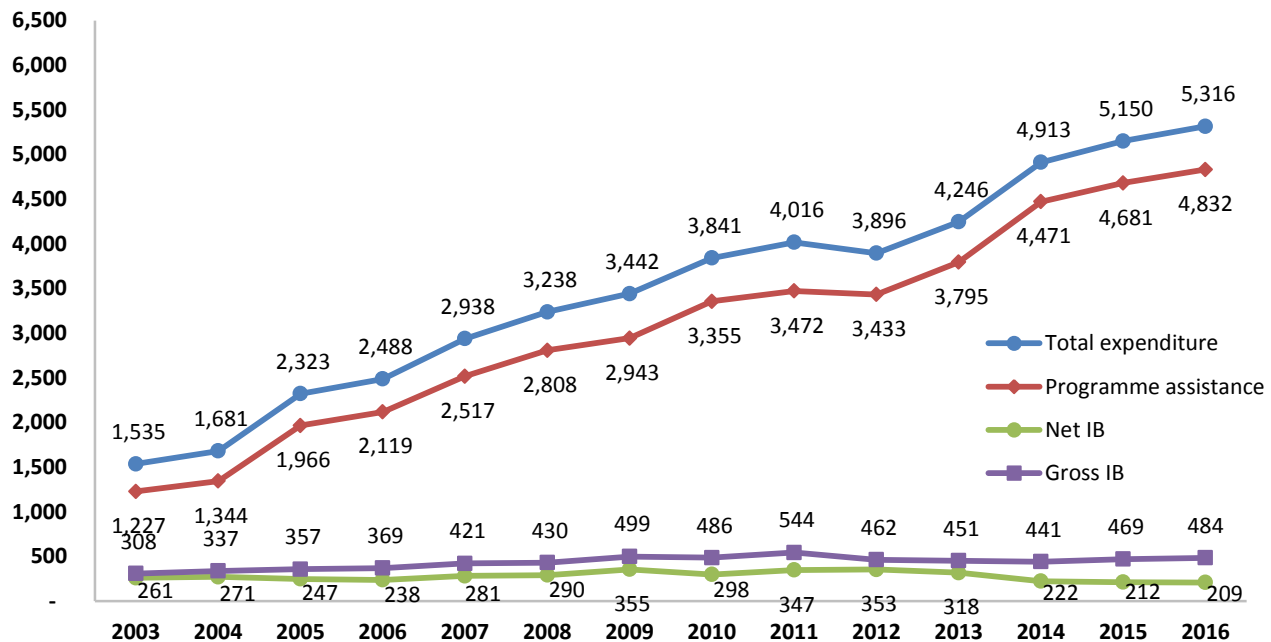
HQ = headquarters

Appendix B – Actual revenue and expenditure, 2003-2016

Actual revenue, 2003-2016 (in millions of United States dollars)



Actual expenditure, 2003-2016 (in millions of United States dollars)



Appendix C – Comparison of plan and actual/estimated resource plan, 2014-2017
Comparison to original Strategic Plan as presented to the Executive Board in September 2013

	<i>Plan (E/ICEF/2013/AB/L.4)</i>					<i>Actual/estimate</i>				
	Regular resources	Other resources \$m	Total resources \$m	%	Trust funds \$m	Regular resources	Other resources \$m	Total resources \$m	%	Trust funds \$m
1. Resources available										
Opening balance	661.5	1799.7	2461.2		622.5	575.3	1853.1	2428.4		585.7
Income										
Contributions	5353.0	10648.0	16001.0		0.0	4696.8	14970.9	19667.7		0.0
Other income and reimbursements	280.0	0.0	280.0		0.0	427.4	0.0	427.4		0.0
Total income	5633.0	10648.0	16281.0			5124.1	14970.9	20095.1		
Trust funds					7432.0					6909.3
Tax reimbursement adjustment	(96.0)	0.0	(96.0)		0.0	(76.9)	0.0	(76.9)		0.0
Total available	6198.5	12447.7	18646.2		8054.5	5622.6	16824.0	22446.6		7495.1
2. Use of resources										
A. Development										
A.1. Programmes	4091.0	10713.6	14804.7	84.5%	7432.0	3634.8	14372.5	18007.3	87.2%	6767.6
A.2. Development effectiveness	467.4	100.1	567.5	3.2%	0.0	434.1	100.1	534.2	2.6%	0.0
Subtotal - development	4558.4	10813.7	15372.2	87.7%	7432.0	4068.9	14472.6	18541.5	89.8%	6767.6
B. United Nations development coordination activities	20.3	16.3	36.6	0.2%	0.0	21.6	16.2	37.8	0.2%	0.0
C. Management	648.7	786.7	1435.4	8.2%	0.0	328.4	965.7	1294.1	6.3%	0.0
D. Special purpose										
D.1. Capital investments	18.7	36.3	55.0	0.3%	0.0	18.3	61.4	79.7	0.4%	0.0
D.2. Private sector fundraising	454.0	0.0	454.0	2.6%	0.0	430.2	72.1	502.4	2.4%	0.0
D.3. Other	174.1	0.0	174.1	1.0%	0.0	192.8	0.0	192.8	0.9%	0.0
Subtotal - special purpose	646.8	36.3	683.1	3.9%	0.0	641.3	133.5	774.9	3.8%	0.0
Institutional budget (A.2+B+C+D.1)	1155.1	939.4	2094.5	11.9%	0.0	802.5	1143.4	1945.9	9.4%	0.0
Integrated budget (A+B+C+D)	5874.2	11653.0	17527.3	100.0%	7432.0	5060.3	15588.1	20648.3	100.0%	6767.6
3. Projected closing balance of resources										
	324.3	794.7	1118.9		622.5	562.3	1235.9	1798.2		727.4

Comparison to midterm review of the Strategic Plan as presented to the Executive Board in June 2016

	Plan (E/ICEF/2016/AB/L.2/Rev.1)					Actual/estimate				
	Regular resources	Other resources \$m	Total resources \$m	%	Trust funds \$m	Regular resources	Other resources \$m	Total resources \$m	%	Trust funds \$m
1. Resources available										
Opening balance	575.3	1853.1	2428.4		586.0	575.3	1853.1	2428.4		585.7
Income										
Contributions	4697.7	13685.7	18383.4		0.0	4696.8	14970.9	19667.7		0.0
Other income and reimbursements	402.5	0.0	402.5		0.0	427.4	0.0	427.4		0.0
Total income	5100.2	13685.7	18785.9			5124.1	14970.9	20095.1		
Trust funds					7577.0					6909.3
Tax reimbursement adjustment	-76.6	0.0	-76.6		0.0	-76.9	0.0	-76.9		0.0
Total available	5598.9	15538.8	21137.7		8163.0	5622.6	16824.0	22446.6		7495.1
2. Use of resources										
A. Development										
A.1. Programmes	3651.8	13429.1	17080.9	86.0%	7333.0	3634.8	14372.5	18007.3	87.2%	6767.6
A.2. Development effectiveness	467.4	100.1	567.5	2.9%	0.0	434.1	100.1	534.2	2.6%	0.0
Subtotal - development	4119.2	13529.2	17648.4	88.9%	7333.0	4068.9	14472.6	18541.5	89.8%	6767.6
B. United Nations development coordination activities	20.3	16.3	36.6	0.2%	0.0	21.6	16.2	37.8	0.2%	0.0
C. Management	531.2	904.2	1435.4	7.2%	0.0	328.4	965.7	1294.1	6.3%	0.0
D. Special purpose										
D.1. Capital investments	20.4	34.6	55.0	0.3%	0.0	18.3	61.4	79.7	0.4%	0.0
D.2. Private sector fundraising	410.6	86.0	496.6	2.5%	0.0	430.2	72.1	502.4	2.4%	0.0
D.3. Other	182.5	0.0	182.5	0.9%	0.0	192.8	0.0	192.8	0.9%	0.0
Subtotal - special purpose	613.4	120.6	734.1	3.7%	0.0	641.3	133.5	774.9	3.8%	0.0
Institutional budget (A.2+B+C+D.1)	1039.3	1055.2	2094.5	10.5%	0.0	802.5	1143.4	1945.9	9.4%	0.0
Integrated budget (A+B+C+D)	5284.1	14570.3	19854.4	100.0%	7333.0	5060.3	15588.1	20648.3	100.0%	6767.6
3. Projected closing balance of resources	314.7	968.5	1283.3		830.0	562.3	1235.9	1798.2		727.4

Appendix D – Institutional budget ratios, 2002-2017

	Actual												Actual/estimate	
	2002-2003		2004-2005		2006-2007		2008-2009		2010-2011		2012-2013		2014-2017	
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
Institutional budget	568.8		682.2		739.0		892.5		982.5		913.4		1945.9	
Funded from regular resources	466.1	82%	481.3	71%	468.3	63%	572.2	64%	597.8	61%	577.7	63%	802.5	41%
Funded from other resources and other recoveries	102.7	18%	200.9	29%	270.7	37%	320.3	36%	384.7	39%	335.7	37%	1143.4	59%
Total regular resources	1206.0		1365.0		1745.0		2087.8		2183.5		2405.6		5060.3	
Used for programmes	739.9	61%	883.7	65%	1276.7	73%	1515.6	73%	1585.7	73%	1827.9	76%	4257.8	84%
Used for institutional budget	466.1	39%	481.3	35%	468.3	27%	572.2	27%	597.8	27%	577.7	24%	802.5	16%

Appendix E – Annual revenue projections, 2018-2021

	<i>Actual/Estimate</i>				<i>Plan</i>			
	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>	<i>\$m</i>
Regular resources								
Governments	660	546	562	512	532	540	554	564
Private sector	572	530	629	685	757	853	959	1,042
Other revenue	94	97	121	115	115	125	125	135
Total – regular resources	1,326	1,174	1,312	1,312	1,405	1,517	1,638	1,742
<i>Growth percentage</i>	5 %	(11)%	12 %	(0)%	7 %	8 %	8 %	6 %
Other resources (regular)								
Governments	1358	1080	1098	1083	1093	1196	1240	1284
Private sector	693	713	656	895	913	999	1114	1194
Inter-organizational arrangements	213	262	179	304	344	354	354	354
Subtotal – regular	2264	2055	1933	2281	2350	2549	2708	2832
<i>Growth percentage</i>	0 %	(9)%	(6)%	18 %	3 %	8 %	6 %	5 %
Other resources (emergencies)								
Governments	1163	1396	1313	1235	1266	1286	1308	1358
Private sector	131	214	159	90	100	100	100	100
Inter-organizational arrangements	285	170	167	114	114	114	114	114
Subtotal – emergencies	1579	1780	1639	1439	1480	1500	1522	1572
<i>Growth percentage</i>	19 %	13 %	(8)%	(12)%	3 %	1 %	1 %	3 %
Total – other resources	3843	3836	3571	3721	3830	4049	4230	4404
<i>Growth percentage</i>	7 %	(0)%	(7)%	4 %	3 %	6 %	4 %	4 %
Total revenue	5169	5010	4884	5033	5235	5566	5868	6145
<i>Growth percentage</i>	7 %	(3)%	(3)%	3 %	4 %	6 %	5 %	5 %

Appendix F – Annual expenditure projections, 2018-2021

Regular resources	Actual 2014 \$m	Actual 2015 \$m	Plan 2016 \$m	Actual 2016 \$m	Estimate 2017 \$m	Plan				
						2018	2019	2020	2021	2018-2021
						\$m	\$m	\$m	\$m	\$m
1. Resources available										
Opening balance	575	617	580	580	673	562	448	366	350	562
Income										
Contributions	1232	1077	1197	1191	1197	1290	1392	1513	1607	5802
Other income	94	97	105	121	115	115	125	125	135	500
Total income	1326	1174	1302	1312	1312	1405	1517	1638	1742	6302
Adjustment	-19	-19	-19	-19	-19	-20	-20	-20	-20	-80
Total available	1882	1772	1863	1873	1966	1947	1945	1984	2072	6784
2. Use of resources										
A. Development										
A.1 Programmes	904	874	935	878	979	1018	1065	1112	1164	4360
Country programmes	864	830	890	837	926	960	1010	1060	1110	4140
Global and Regional Programme	40	44	45	42	53	58	55	52	54	220
A.2 Development effectiveness	102	100	130	103	129	141	147	148	153	589
Subtotal	1066	974	1066	981	1108	1160	1212	1260	1317	4949
B United Nations development coordination	5	5	5	5	6	6	6	6	6	23
C Management										
C.1 Support Budget	97	72	142	62	98	99	114	117	130	460
C.2 Direct contributions	0	0	0	0	0	0	0	0	0	0
Subtotal	97	72	142	62	98	99	114	117	130	460
D Special purpose										
D.1 Capital investments	3	5	5	4	5	5	6	6	7	23
D.2 Private sector fundraising	102	97	106	102	129	169	182	185	189	725
D.3 Other	52	39	49	46	56	60	60	60	60	240
Subtotal	157	141	160	152	191	234	247	251	256	988
Institutional budget (A.2+B+C+D.1)	207	182	282	174	239	251	272	276	295	1095
Integrated budget (A+B+C+D)	1265	1192	1373	1201	1403	1499	1579	1634	1708	6420
Closing balance of resources	617	580	490	673	562	448	366	350	364	364
Reserves										
After-service health insurance	390	411	430	434	455	470	490	510	530	530
Separation and termination liabilities	66	73	85	78	88	105	115	125	135	135
Medical Insurance Plan Fund	83	93	0	104	113	122	131	140	149	149
Field office accommodation and staff housing	9	12	9	5	6	3	1	1	1	1
Procurement services	2	2	2	2	2	2	2	2	2	2
Total	550	591	526	622	663	702	739	778	817	817

Annual expenditure projections, 2018-2021

Other resources	Actual	Actual	Plan	Actual	Estimate	Plan				
	2014	2015	2016	2016	2017	2018	2019	2020	2021	2018-2021
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
1. Resources available										
Opening balance	1853	2041	1918	1918	1374	1236	862	584	367	1236
Income										
Contributions	3843	3836	3543	3571	3721	3830	4049	4230	4404	16513
Other income	0	0	0	0	0	0	0	0	0	0
Total income	3843	3836	3543	3571	3721	3830	4049	4230	4404	16513
Total available	5696	5877	5461	5489	5094	5066	4911	4814	4771	17748
2. Use of resources										
A Development										
A.1 Programmes	3421	3672	3503	3777	3503	3811	3924	4031	4151	15917
Country programmes	3288	3566	3369	3645	3366	3611	3719	3831	3946	15107
Global and Regional Programme	133	107	134	131	137	200	204	200	205	810
A.2 Development effectiveness	11	29	29	33	27	32	32	34	34	133
Subtotal	3432	3701	3532	3809	3530	3844	3956	4065	4185	16050
B United Nations development coordination	4	1	6	2	10	6	6	6	6	26
C Management										
C.1 Support budget	212	240	243	257	257	285	285	285	285	1138
C.2 Direct contributions	0	0	0	0	0	2	2	2	2	6
Subtotal	212	240	243	257	257	286	286	286	286	1144
D Special purpose										
D.1 Capital investments	7	17	7	19	19	14	14	14	14	57
D.2 Private sector fundraising	0	0	41	29	43	54	64	74	81	273
D.3 Other	0	0	0	0	0	0	0	0	0	0
Subtotal	7	17	48	48	62	68	78	89	95	330
Institutional budget (A.2+B+C+D.1)	234	287	285	310	313	339	339	341	341	1360
Integrated budget (A+B+C+D)	3655	3959	3829	4115	3859	4204	4327	4446	4573	17551
Closing balance of resources	2041	1918	1631	1374	1236	862	584	367	198	198

Appendix G – Change in institutional budget posts, by location

	2014-2017 approved posts							Changes increase/(decrease)						2018-2021 proposed posts						
	USG/ ASG	D2	D1	Other IP	All other	Total	%	USG/ ASG	D2	D1	Other IP	All other	Total	USG/ ASG	D2	D1	Other IP	All other	Total	%
Country office	0	10	31	383	1189	1613	58%	-	-	8	33	127	168	-	10	39	416	1316	1781	57%
Regional office	0	7	7	137	174	325	12%	-	-	-	78	(18)	60	-	7	7	215	156	385	12%
Headquarters	4	15	31	459	345	854	31%	1	(1)	-	124	(42)	82	5	14	31	583	303	936	30%
Total	4	32	69	979	1708	2792	100%	1	(1)	8	235	67	310	5	31	77	1214	1775	3102	100%

ASG = Assistant Secretary-General

IP = International Professional

USG = Under-Secretary-General