UNICEF Strategic Plan: updated financial estimates, 2023–2026

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UNICEF Executive Board – 2023 second regular session (5–7 September 2023)
Item 9: UNICEF Strategic Plan: updated financial estimates, 2023–2026
Reference document: E/ICEF/2023/AB/L.6
UNICEF has adopted a **conservative financial outlook for 2023–2026** in response to emerging global financial and socioeconomic conditions.

**Total annual income is forecast to decrease by 10% in 2023** compared with the 2022 actuals. It is projected to remain at **a similar level in 2024**, followed by forecasted **growth of 6% in 2025** and **4% in 2026**.

UNICEF’s regular resources (RR) have decreased over the past two years. RR is essential for preventing UNICEF from becoming a project-driven organization.

UNICEF regularly monitors income projections and planned expenditures to ensure that the Executive Board is informed of any necessary adjustments to expenditure plans.
Historical income trends, 2013–2022

Total income has nearly doubled to $9.3bn from $4.9bn in 2012, mainly due to increased other resources funding.

Regular resource income has remained stagnant, ranging between $1.3bn and $1.5bn.
Projected income and expenditures: updated financial estimates, 2023–2026

- The difference between the total projected income ($34.97bn) and the projected expected ($35.74bn) will be funded from the balance accumulated in prior years when actual income surpassed planned amounts (mainly other resources).

- UNICEF will maintain prudent liquidity levels in regular resources over the period of the Strategic Plan as required by UNICEF Executive Board decision 2020/22.
Progress on funding staff liabilities

Funded reserves will cover 92% of liabilities by 2025, exceeding the planned 80% funding strategy level due to reduced liability from the 2022 actuarial valuation.

The staff liability reserve covers 76% of the liabilities as at the end of 2022.

UNICEF will continue to monitor the strategy’s effectiveness, and make appropriate adjustments as financial variables change.
Proposed Executive Board decision for the second regular session related to the Updated financial estimates, 2023–2026

1. **Financial estimates 2023–2026**
   - Approve the integrated resources framework of planned financial estimates for the period 2023–2026.

2. **Preparation of programme expenditure submissions**
   - Approve the preparation of country programme expenditure submissions to the Executive Board of up to $590 million from regular resources in 2024, subject to the availability of resources and the continued validity of these planned financial estimates.

3. **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.