Item 12: UNICEF integrated budget, 2022–2025

Reference document: E/ICEF/2021/AB/L.6 and Add.1
Key Highlights of 2022-2025 Integrated Budget


- Of the $23.3 billion available for programmes during 2022–2025, $21.6 billion (93%) will be channelled through country programme implementation;

- The proposed institutional budget constitutes 10.2% of total planned resources for utilization and demonstrates efforts on internal efficiencies and reprioritization;

- Independent oversight and assurance activities have been strengthened with additional investment and presented separately in the IRP in line with decision 2020/24;

- Global economic impact on current and future fundraising and programme activities will be regularly reviewed and strategies pursued to limit potential downside risks;

- Request for authorization for Executive Director to establish additional Director-level positions on as-needed basis, and to be funded within the approved budget envelope.
Since 2012, total income has doubled from $3.9bn to $7.2bn, growth in income is largely driven from increases in OR (earmarked) funding and in 2020, UNICEF for the first time crossed the $7bn mark in income.

RR income has ranged between $1.3bn and $1.5bn during this period and as a proportion of total income continues to show a concerning declining trend: from 33% in 2012 to 20% in 2020.

Multi-year core funding is critical to enable UNICEF to deliver its mandate for children, everywhere, including the most vulnerable.
Expenditure trends, 2012-2020

Programme activities growth

$2.2 billion (53%) growth since 2012

Institutional budget growth

$107 million (22%) growth since 2012

Programme expenditure growth has outpaced growth in the Institutional Budget with proportion of resources spent on the Institutional Budget progressively decreasing from 12% to 9%, a result of continuous efforts to develop and implement operational efficiency initiatives.
UNICEF proposes an increase in programme expenditure of 4%, from $22.3 bn to $23.3bn.

While the use of overall resources for programmes is growing, the institutional budget for 2022-2025 remains at a similar level through internal efficiencies and realignment.
2022-2025 IRRF: by Goal Area

Based on projected income for 2022-2025 and compared to the midterm review, 2018-2021, UNICEF proposes an increase in programme expenditure of 4%, from $22.3 bn to $23.3bn.

### 2022-2025 IRRF: Goal Areas
(in millions of US dollars)

<table>
<thead>
<tr>
<th>Goal Area</th>
<th>Description</th>
<th>RR</th>
<th>OR</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Every child, including adolescents, survives and thrives, with access to nutritious diets, quality primary health care, nurturing practices and essential supplies</td>
<td>1,524</td>
<td>7,780</td>
<td>9,303</td>
</tr>
<tr>
<td>2</td>
<td>Every child, including adolescents, learns and acquires skills for the future</td>
<td>800</td>
<td>4,084</td>
<td>4,884</td>
</tr>
<tr>
<td>3</td>
<td>Every child, including adolescents, is protected from violence, exploitation, abuse, neglect and harmful practices</td>
<td>438</td>
<td>2,237</td>
<td>2,675</td>
</tr>
<tr>
<td>4</td>
<td>Every child, including adolescents, has access to safe and equitable water, sanitation and hygiene services and supplies, and lives in a safe and sustainable climate and environment</td>
<td>724</td>
<td>3,695</td>
<td>4,419</td>
</tr>
<tr>
<td>5</td>
<td>Every child, including adolescents, has access to inclusive social protection and lives free from poverty</td>
<td>324</td>
<td>1,653</td>
<td>1,977</td>
</tr>
</tbody>
</table>

The proposed Institutional Budget for 2022–2025 is $2,738.2 million, which is an increase of $282.8 million over the 2018–2021 MTR level and constitutes 10.2% of the total planned resources utilization.
## Working Capital Fund

<table>
<thead>
<tr>
<th>in millions of US Dollars</th>
<th>Actual</th>
<th>Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2020</td>
<td>2021</td>
</tr>
<tr>
<td>Opening Balance</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Add: Transfer to WCF</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td>Less: Budget Issued</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Add: Budget reimbursed</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ending Budget Balance</td>
<td>12</td>
<td>27</td>
</tr>
</tbody>
</table>

- UNICEF will report annually to the Executive Board on the status of the revolving Working Capital Fund in the document “UNICEF Strategic Plan: updated financial estimates.” The above table will serve as a template for future reporting.
Progress on funding staff liabilities

• Staff liability reserve covered 53% of the liabilities as at end 2020.
• Funded reserves are projected to cover 86% of these liabilities by 2025.
• UNICEF will continue to monitor the effectiveness of the strategy and make appropriate adjustments as financial variables change.

(in millions of US dollars)

- 2018: 741 (668 funded, 741 unfunded)
- 2019: 818 (662 funded, 818 unfunded)
- 2020: 791 (53% funded, 791 unfunded)
- 2021: 701 (701 funded, unfunded)
- 2022: 600 (600 funded, unfunded)
- 2023: 491 (491 funded, unfunded)
- 2024: 369 (369 funded, unfunded)
- 2025: 237 (237 funded, unfunded)
Thank you.