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Annex to the UNICEF integrated budget, 2014-2017

Summary

The present document presents the annex to the UNICEF integrated budget, 2014-2017 (E/ICEF/2013/AB/L.4/Add.1), containing appendix A through G, and should be considered as part of that document.

* E/ICEF/2013/19.

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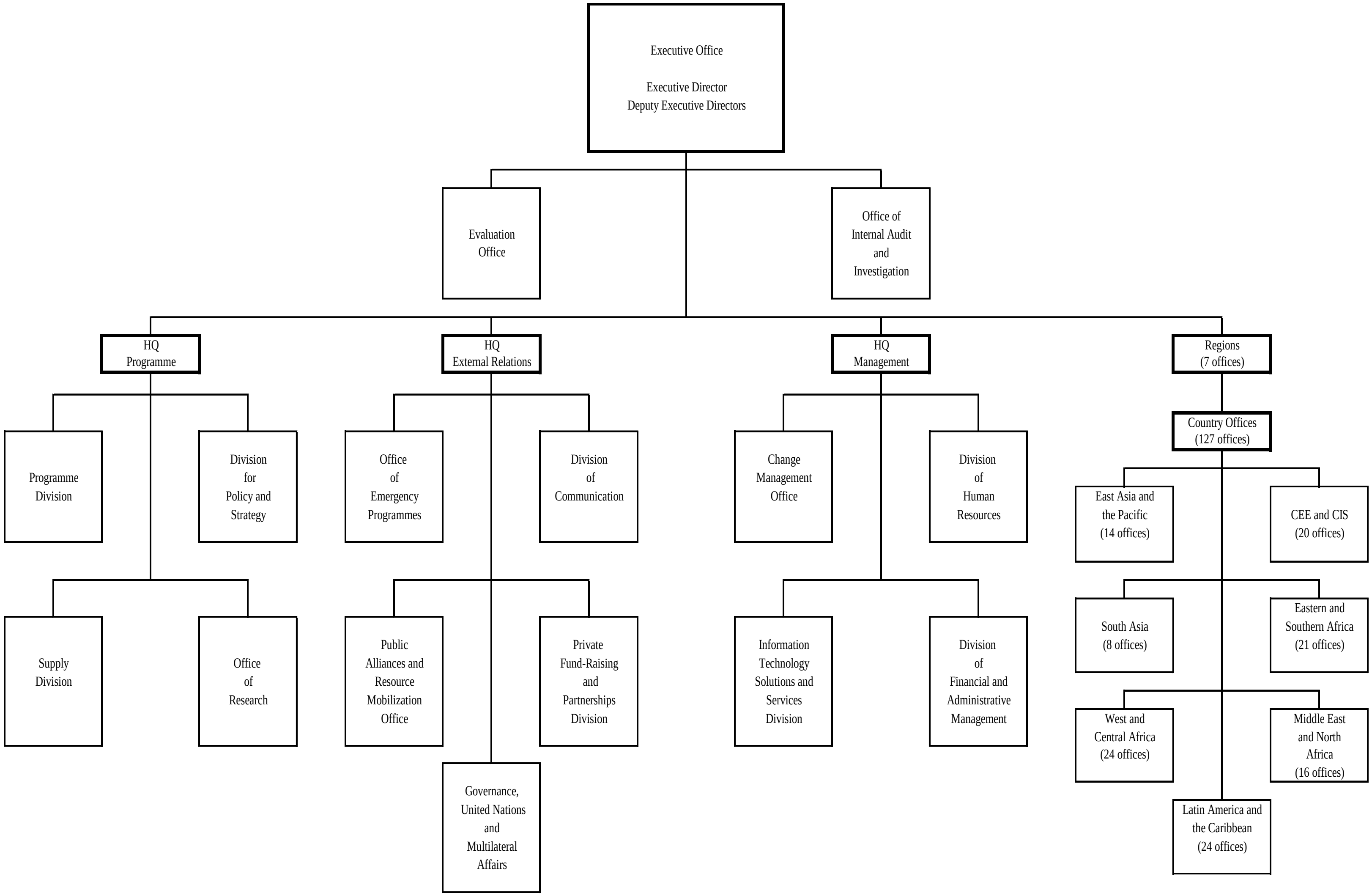
Appendix A

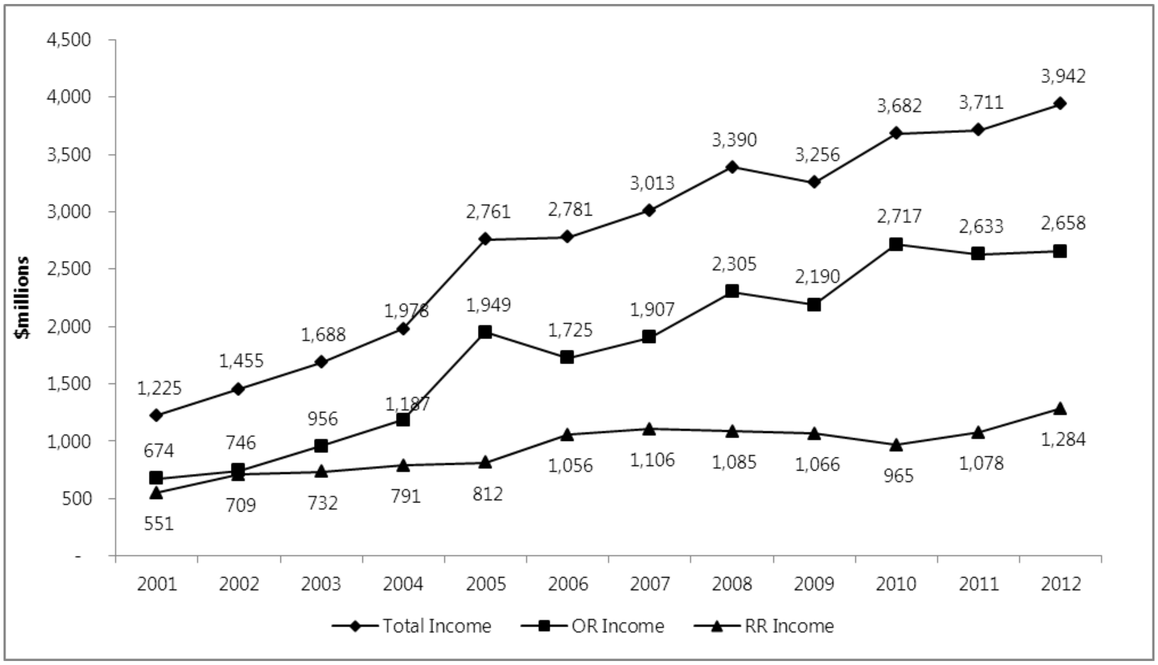
Organization of the secretariat of UNICEF, 2014-2017



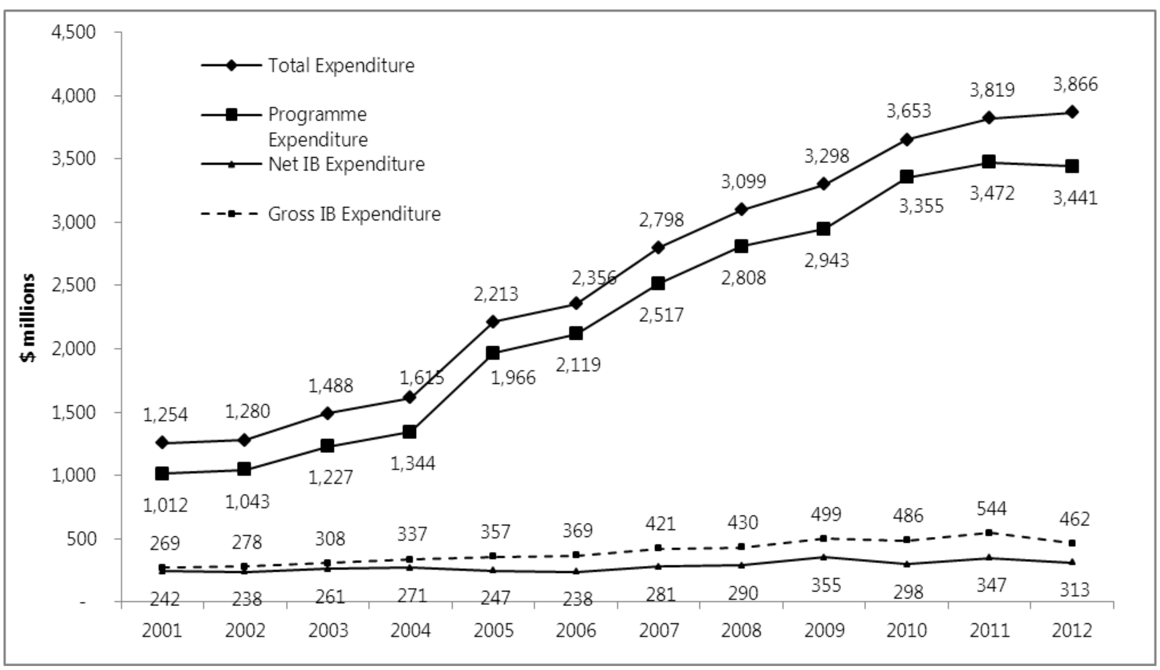
Appendix B

Actual income and expenditure, 2001-2012

Actual income, 2001-2012



Actual expenditure, 2001-2012



Appendix C

Comparison of plan and actual/estimated resource plan, 2012-2013

	Plan					*Actual/estimate*				
	Regular resources $m	*Other resources $m*	*Total resources $m*	*%*	*Trust funds $m*	*Regular resources $m*	*Other resources $m*	*Total resources $m*	*%*	*Trust funds $m*
1. Resources available										
Opening balance	580.0	1 788.0	2 368.0		448.0	625.0	1 935.0	2 560.0		469.7
Income										
Contributions	2 011.0	4 343.0	6 354.0		–	2 117.2	5 249.0	7 366.2		–
Other income and reimbursements	118.0	19.0	137.0		55.2	98.7	19.0	117.7		47.3
Total income	**2 129.0**	**4 362.0**	**6 491.0**		**55.2**	**2 215.9**	**5 268.0**	**7 483.9**		**–**
Trust funds	–	–			2 337.8	–	–			2 925.7
Total available	**2 709.0**	**6 150.0**	**8 859**		**2 841.0**	**2 840.9**	**7 203.0**	**10 043.9**		**3 442.7**
2. Use of resources										
A. Development activities										
A.1 Programmes	1 594.0	4 469.0	6 063.0	86.3	2 378.0	1 563.3	5 058.6	6 621.9	87.3	2 820.2
A.2 Development effectiveness	159.6	96.8	256.4	3.6	–	159.6	94.1	253.7	3.3	–
Subtotal — development activities	**1 753.6**	**4 565.8**	**6 319.4**	**89.9**	**2 378.0**	**1 722.9**	**5 152.7**	**6 875.6**	**90.7**	**2 820.2**
B. United Nations development coordination activities	3.5	–	3.5	–	–	3.5	–	3.5	–	–
C. Management activities										
C.1 Recurring costs	444.6	238.0	682.6	9.7	–	425.4	250.6	676.0	8.9	–
C.2 Non-recurring costs	1.0	3.2	4.2	0.1	–	–	–	–	–	–
Subtotal — management activities	**445.6**	**241.2**	**686.8**	**9.8**	**–**	**425.4**	**250.6**	**676.0**	**8.9**	**–**
D. Special purpose activities										
D.1 Capital investments	19.3	–	19.3	0.3	–	27.6	–	27.6	0.3	–

	Plan					Actual/estimate				
	Regular resources $m	*Other resources $m*	*Total resources $m*	*%*	*Trust funds $m*	*Regular resources $m*	*Other resources $m*	*Total resources $m*	*%*	*Trust funds $m*
D.2 Non-UNICEF operations administered by UNICEF	–	–	–	–	–	–	–	–	–	–
Subtotal — special purpose activities	**19.3**	**–**	**19.3**	**0.3**	**–**	**27.6**	**–**	**27.6**	**0.3**	**–**
Total institutional budget (A.2+B+C+D)	**628.0**	**338.0**	**966.0**	**13.7**	**–**	**616.2**	**344.7**	**960.9**	**12.7**	
Total use of resources (A+B+C+D)	**2 222.0**	**4 807.0**	**7 029.0**	**100.0**	**2 378.0**	**2 179.4**	**5 403.3**	**7 582.7**	**100.0**	**2 820.2**
3. Projected closing balance of resources	**487.0**	**1 343.0**	**1 830.0**		**463.0**	**661.5**	**1 799.7**	**2 461.2**		**622.5**

Appendix D

Institutional budget ratios, 2002-2003 to 2012-2013

	Actual										*Actual/estimate*	
	2002-2003		*2004-2005*		*2006-2007*		*2008-2009*		*2010-2011*		*2012-2013*	
	$	*%*	*$*	*%*	*$*	*%*	*$*	*%*	*$*	*%*	*$*	*%*
Institutional budget	568.9		682.2		739.0		892.5		982.5		960.9	
Funded from regular resources	466.1	82%	481.3	71%	468.3	62%	572.2	64%	597.8	61%	616.2	64%
Funded from other resources and other recoveries	102.7	18%	200.9	29%	270.7	38%	320.3	36%	384.7	39%	344.7	36%
Total regular resources	**1 206.0**		**1 365.0**		**1 745.0**		**2 087.8**		**2 183.5**		**2 179.4**	
Used for programmes	739.9	61%	883.7	65%	1 276.7	73%	1 515.6	73%	1 585.7	73%	1 563.3	72%
Used for institutional budget	466.1	39%	481.3	35%	468.3	27%	572.2	27%	597.8	27%	616.2	28%

Appendix E

Annual income projections, 2014-2017

	Actual	*Estimate*	*Plan*			
	2012 $m	*2013 $m*	*2014 $m*	*2015 $m*	*2016 $m*	*2017 $m*
Regular resources						
Governments	601	610	613	632	636	636
Private sector	606	543	632	674	732	798
Other income	76	70	70	70	70	70
Total — regular resources	**1 284**	**1 223**	**1 315**	**1 376**	**1 438**	**1 504**
Growth percentage		-5%	8%	5%	5%	5%
Other resources — regular						
Governments	1 093	1 115	1 093	1 096	1 086	1 088
Private sector	568	540	559	594	654	704
Inter-organizational arrangements	177	126	173	167	159	146
Subtotal – regular	**1 838**	**1 781**	**1 825**	**1 857**	**1 899**	**1 938**
Growth percentage		-3%	2%	2%	2%	2%
Other resources — emergency						
Governments	577	623	577	581	583	584
Private sector	70	70	70	70	70	70
Inter-organizational arrangements	173	136	131	131	126	136
Subtotal — emergency	**820**	**829**	**778**	**782**	**779**	**790**
Growth percentage		1%	-6%	1%	0%	1%
Total — other resources	**2 658**	**2 610**	**2 603**	**2 639**	**2 678**	**2 728**
Growth percentage		-2%	0%	1%	1%	2%
Total income	**3 942**	**3 833**	**3 918**	**4 015**	**4 116**	**4 232**
Growth percentage		-3%	2%	2%	3%	3%

Appendix F

Annual expenditure projections, 2014-2017

Regular resources

	Plan 2012 $m	Actual 2012 $m	Estimate 2013 $m	Plan: 2014 $m	Plan: 2015 $m	Plan: 2016 $m	Plan: 2017 $m	Plan: 2014-2017 $m
1. Resources available								
Opening balance	580.0	625.0	701.0	661.5	620.0	552.8	456.1	661.5
Income								
Contributions		1 208.0	1 153.0	1 245.0	1 306.0	1 368.0	1 434.0	5 353.0
Other income		76.0	70.0	70.0	70.0	70.0	70.0	280.0
Total income	**1 160.0**	**1 260.0**	**1 223.0**	**1 315.0**	**1 376.0**	**1 438.0**	**1 504.0**	**5 633.0**
Adjustment				(24.0)	(24.0)	(24.0)	(24.0)	(96.0)
Total available	**1 740.0**	**1 885.0**	**1 924.0**	**1 952.5**	**1 972.0**	**1 966.8**	**1 936.1**	**6 198.5**
2. Use of resources								
A. Development								
A.1 Programmes	805.0	753.3	810.0	900.2	977.0	1 061.0	1 152.9	4 091.0
Country				885.2	932.0	1 016.0	1 107.9	3911.0
Global and regional				45.0	45.0	45.0	45.0	180.0
A.2 Development effectiveness	81.4	83.4	76.3	110.7	114.4	118.9	123.5	467.5
Subtotal	**886.4**	**836.7**	**886.3**	**1 010.9**	**1 091.4**	**1 179.9**	**1 276.4**	**4 558.4**
B. United Nations development coordination	1.8	1.7	1.8	5.0	5.1	5.1	5.1	20.3
C. Management	227.3	212.6	212.8	156.5	160.2	163.8	168.3	648.7
D. Special purpose								
D.1 Capital investments	9.8	15.3	12.3	4.7	4.7	4.7	4.7	18.7
D.2 Private-sector fundraising	130.0	111.4	132.4	111.6	112.8	114.1	115.5	454.0

	Plan 2012 $m	Actual 2012 $m	Estimate 2013 $m	Plan				
				2014 $m	2015 $m	2016 $m	2017 $m	2014-2017 $m
D.3 Other	30.0	30.0	17.3	44.0	45.0	43.1	42.1	174.1
Subtotal	**169.8**	**156.7**	**162.0**	**160.2**	**162.5**	**161.9**	**162.2**	**646.8**
Institutional budget (A.2+B+C+D.1)	**320.3**	**313.1**	**303.2**	**276.8**	**284.4**	**292.5**	**301.5**	**1 155.2**
Integrated budget (A+B+C+D)	**1 285.3**	**1 208.0**	**1 262.6**	**1 332.5**	**1 419.2**	**1 510.7**	**1 611.9**	**5 874.3**
Closing balance of resources	**454.7**	**701.0**	**661.5**	**620.0**	**552.8**	**456.1**	**324.2**	**324.2**
Reserves								
After-service health insurance	290.0	323.5	345.0	365.0	385.0	405.0	425.0	425.0
Separation	57.0	50.7	60.0	70.0	80.0	90.0	100.0	100.0
Total	**356.0**	**384.1**	**414.0**	**443.0**	**473.0**	**502.0**	**532.0**	**532.0**

Other resources

	Plan 2012 $m	*Actual 2012 $m*	*Estimate 2013 $m*	*Plan* 2014 *$m*	*Plan* 2015 *$m*	*Plan* 2016 *$m*	*Plan* 2017 *$m*	*Plan* 2014-2017 *$m*
1. Resources available								
Opening balance	1 788.0	1 935.0	1 905.0	1 799.7	1 598.2	1 360.9	1 095.1	1 799.7
Income								
Contributions	2 391.0	2 658.0	2 610.0	2 603.0	2 639.0	2 678.0	2 728.0	10 648.0
Total income	**2 391.0**	**2 658.0**	**2 610.0**	**2 603.0**	**2 639.0**	**2 678.0**	**2 728.0**	**10 648.0**
Total available	**4 179.0**	**4 593.0**	**4 515.0**	**4 402.7**	**4 237.2**	**4 038.9**	**3 823.1**	**12 447.7**
2. Use of resources								
A. Development								
A.1 Programmes	2 530.2	2 538.6	2 520.0	2 579.9	2 644.9	2 705.8	2 783.1	10 713.6
Country				2 451.8	2 515.5	2 571.8	2 646.2	10 185.2
Global and regional				128.1	129.4	134.0	136.9	528.4
A.2 Development effectiveness	46.8	40.3	53.8	22.2	24.1	26.1	27.7	100.1
Subtotal	**2 577.0**	**2 578.9**	**2 573.8**	**2 602.1**	**2 669.0**	**2 731.9**	**2 810.8**	**10 813.7**
B. United Nations development coordination	–	–	–	3.9	4.0	4.1	4.2	16.3
C. Management	123.0	109.1	141.5	189.8	194.3	198.6	204.1	786.8
D. Special purpose								
D.1 Capital investments	–	–	–	8.8	9.0	9.2	9.4	36.3
D.2 Private-sector fundraising	–	–	–	–	–	–	–	–
D.3 Other	–	–	–	–	–	–	–	–
Subtotal	**–**	**–**	**–**	**8.8**	**9.0**	**9.2**	**9.4**	**36.3**
Institutional budget (A.2+B+C+D.1)	**169.8**	**149.4**	**195.3**	**224.6**	**231.4**	**238.0**	**245.5**	**939.5**
Integrated budget (A+B+C+D)	**2 700.0**	**2 688.0**	**2715.3**	**2 804.5**	**2 876.3**	**2 943.8**	**3 028.5**	**11 653.1**
Closing balance of resources	**1 479.0**	**1 905.0**	**1 799.7**	**1 598.2**	**1 360.9**	**1 095.1**	**794.6**	**794.6**

Appendix G

Change in institutional budget posts, by location

	2010-2013 approved posts							*Changes increase/(decrease)*						*2014-2017 proposed posts*						
Location	*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 offices	–	10	28	385	1 240	1 663	57%	–	–	3	(2)	(51)	(50)	–	10	31	383	1 189	1 613	58%
Regional offices	–	7	8	132	181	328	11%	–	–	(1)	5	(7)	(3)	–	7	7	137	174	325	11%
Headquarters	4	14	41	486	383	928	32%	–	1	(10)	(27)	(38)	(74)	4	15	31	459	345	854	31%
Total	**4**	**31**	**77**	**1 003**	**1 804**	**2 919**	**100%**	**–**	**1**	**(8)**	**(24)**	**(96)**	**(127)**	**4**	**32**	**69**	**979**	**1 708**	**2 792**	**100%**

Note: Includes posts funded from regular resources and cost recovery from other resources only.