



# UNICEF Strategic Plan: updated financial estimates, 2023–2026

Thomas Asare  
Comptroller and Director, Division of Financial and Administrative Management

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

# Key points:

1

UNICEF has adopted a **conservative financial outlook for 2023–2026** in response to emerging global financial and socioeconomic conditions.

2

**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**.

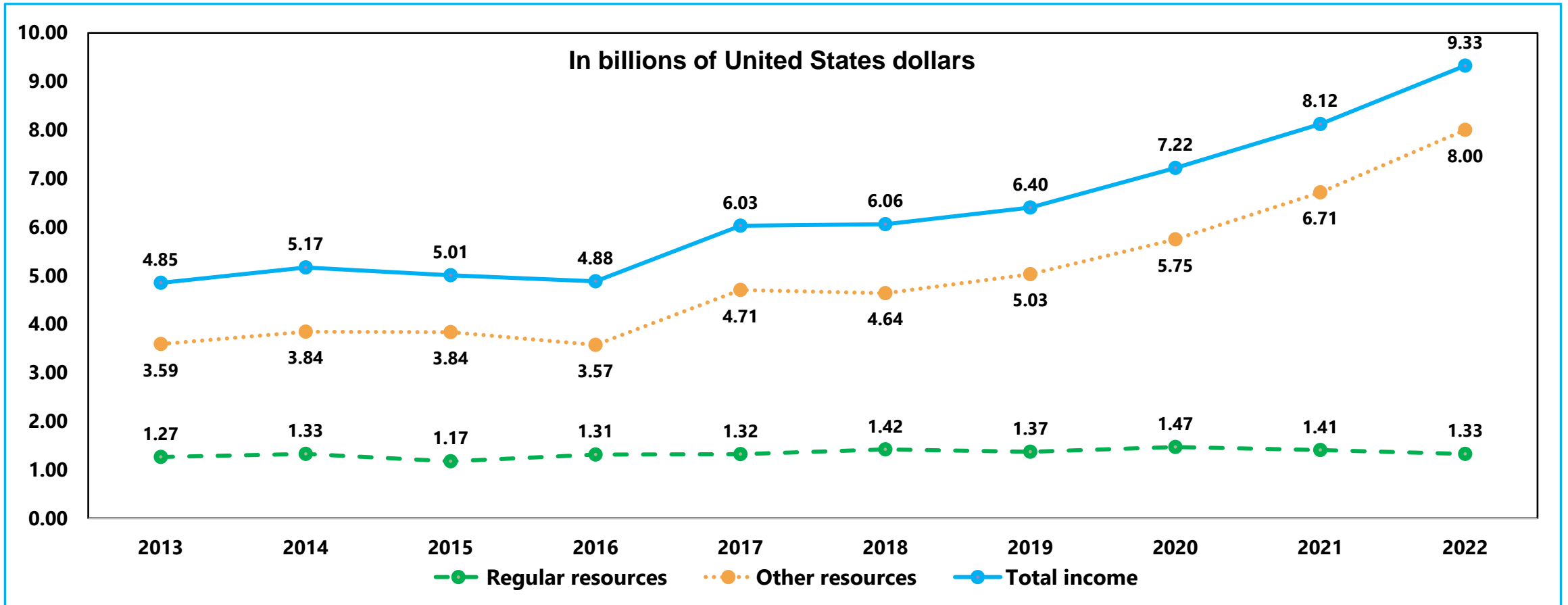
3

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

4

UNICEF regularly monitors income projections and planned expenditures to ensure that the Executive Board is informed of any necessary adjustments **to expenditure plans**.

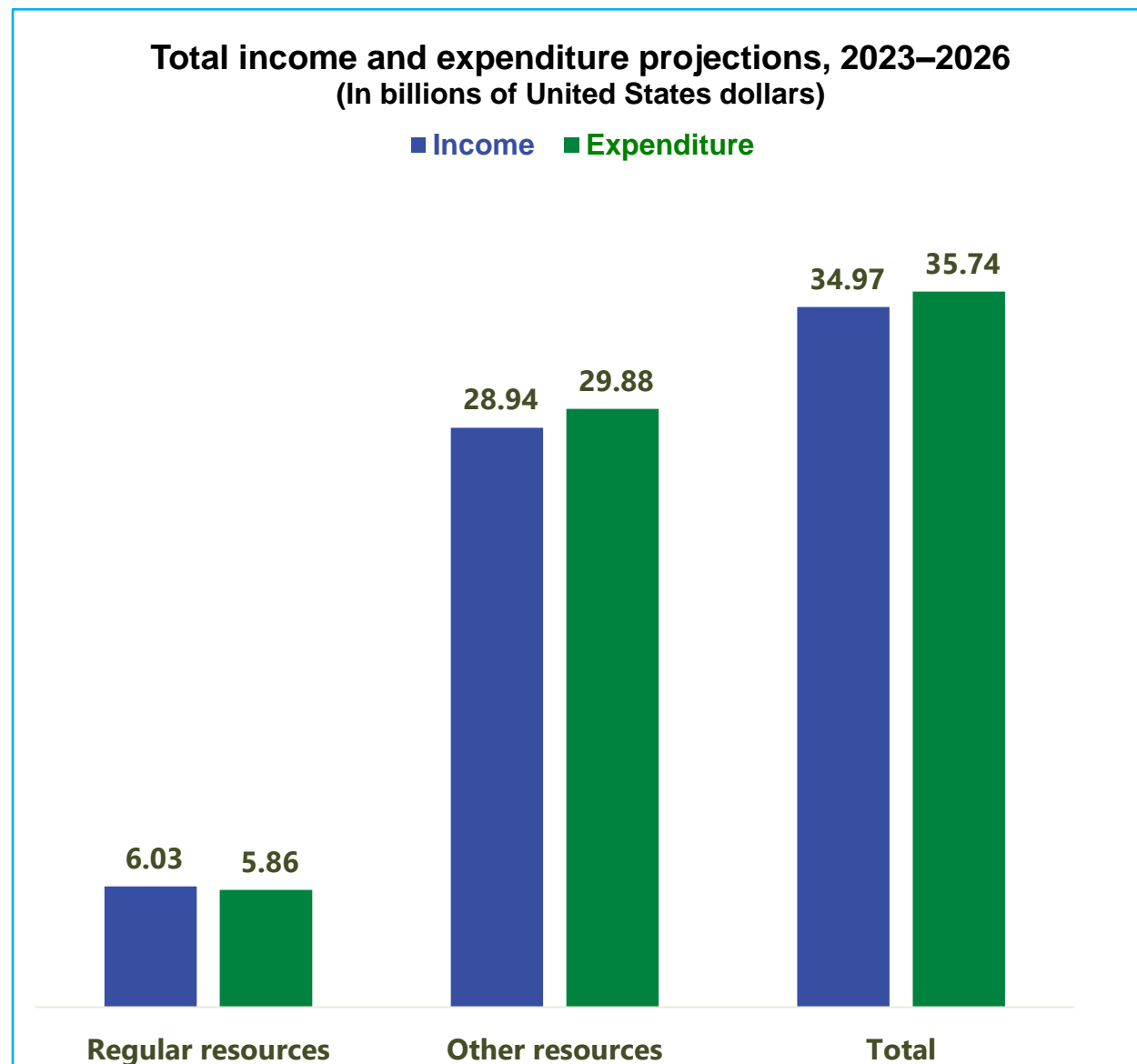
# Historical income trends, 2013–2022



**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



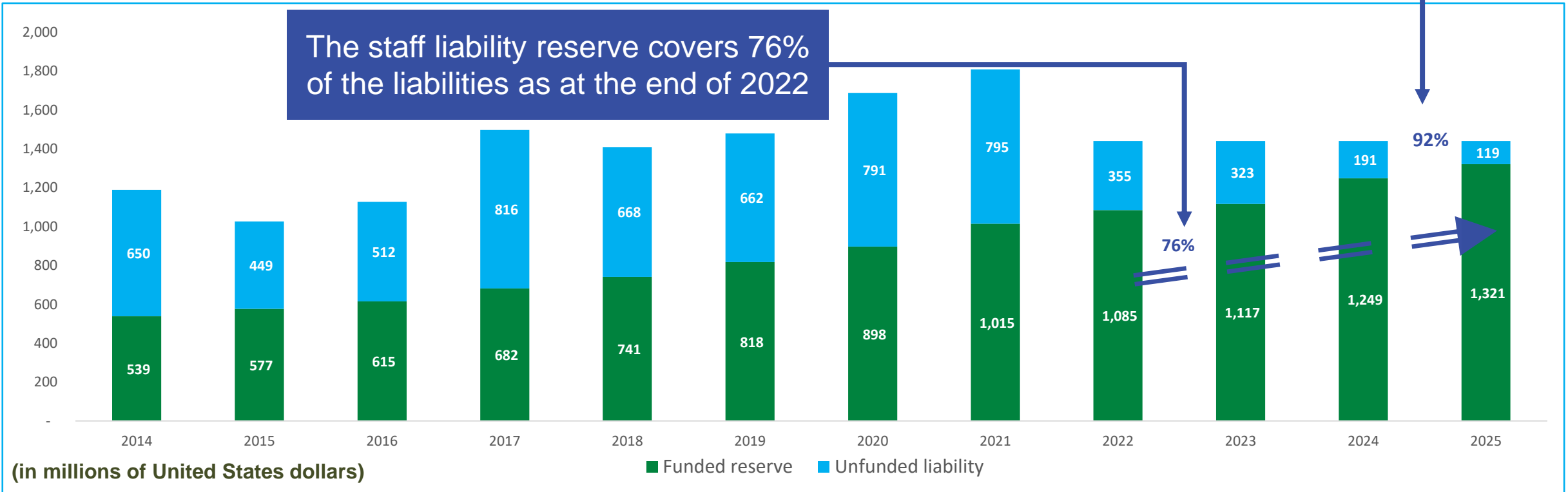
## 2023–2026 overall income and expenditure projections:

- 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.



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.