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Biennial support budget for 2008-2009

Summary

The present document contains the biennial support budget for 2008-2009 in the results-based format agreed upon by the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and UNICEF, a preliminary draft of which was presented to the Executive Board at its second regular session in September 2007. The UNICEF medium-term strategic plan (MTSP) 2006-2009 (E/ICEF/2005/11), approved at the second regular session of the Executive Board in 2005, provides the strategic and financial context of the 2008-2009 biennium.

The income of regular and other resources between 2000-2001 and 2008-2009 is projected to grow by 183 per cent, from \$2,349 million to \$6,653 million while net support budget expenditures during the same period are expected to grow by 44.3 per cent. In addition, the ratio of the support budget to regular and other resources expenditures, including United Nations-mandated security costs, has been contained and reduced from 22 per cent in 2000-2001 to 15 per cent in this proposal for 2008-2009.

In terms of use of total resources, the proportion of funds proposed to be allocated to the biennial support budget, including United Nations-mandated security costs, is reduced from 14.7 per cent in 2006-2007 to 12.2 per cent in 2008-2009. Of the total resources, 87.8 per cent will be for programmes, 11.9 per cent for the biennial support budget, and 0.3 per cent for United Nations-mandated security costs.

* E/ICEF/2008/1.



The proposed gross biennial support budget totals \$912.8 million and reflects a 20.5 per cent increase over the 2006-2007 support budget, this includes a 9.6 per cent provision for inflationary cost increases. The growth is driven by the need to invest in the core capacity of the organization to provide the required support and oversight for programmes, which have increased substantially due to the growth in resources over the past several years. Cumulatively, programme expenditures from 1996-1997 to 2008-2009 will have grown by 304 per cent, whereas the support budget for the same period will have grown by 86.3 per cent, 57.3 per cent of which are inflationary cost increases.

With the estimated income of \$223 million from recoveries to offset the gross budget, the net budget for 2008-2009 is projected to be \$689.8 million. The proposed budget will continue the United Nations-mandated centrally shared security costs with an allocation of \$26.2 million for the biennium 2008-2009.

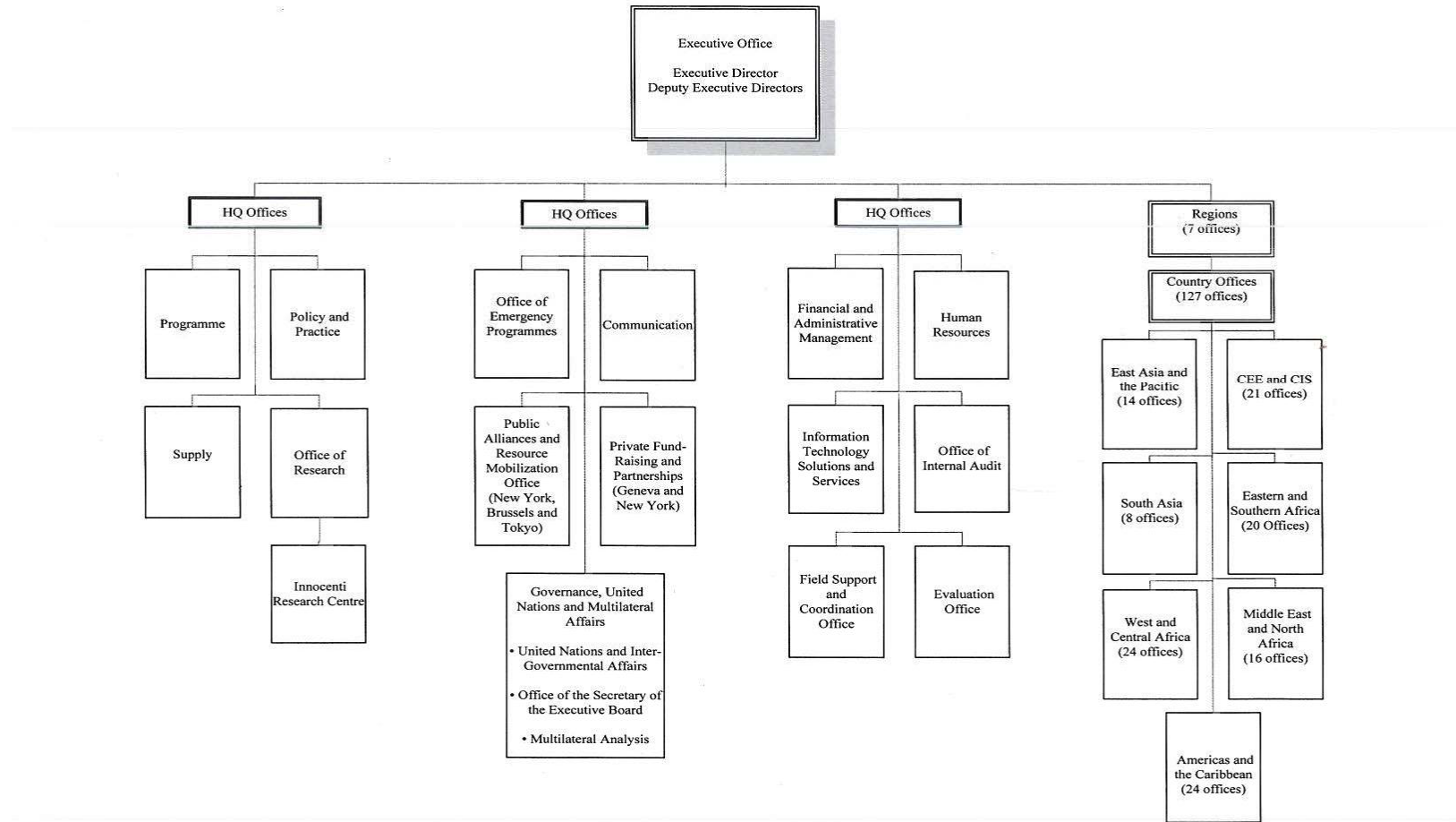
The Executive Board is requested to approve the draft decision contained in chapter IV.

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4 Organizational chart

Organization of the Secretariat of UNICEF, 2008-2009



I. Executive summary

1. This biennial support budget proposal contains the estimates for the 2008-2009 biennium in accordance with the harmonized results-based format for UNICEF, UNDP and UNFPA. The Executive Board, through an oral decision at its annual session of 2007, had taken note of the revised biennial support budget format proposed during that session. As requested at that session, a preliminary draft document, based on available information at the end of August 2007, in a results-based format, was also presented to the Executive Board at its second regular session of 2007 for information and further guidance. This final proposal is submitted to the Advisory Committee on Administrative and Budgetary Questions and to the UNICEF Executive Board at its first regular session of 2008 for review and approval.

2. The strategic framework for the 2008-2009 support budget is based on the medium-term strategic plan MTSP approved for the period 2006-2009, with the financial plan revised on an annual basis to update the estimates of the income and expenditure projections. This is the second biennial support budget within the current MTSP, and it was prepared taking into account the 2007 revision to the MTSP — planned financial estimates for the period 2007-2010 (E/ICEF/2007AB/L.4).

3. The financial framework for 2006-2007 shows a 37-per-cent growth in income between the estimate made in the budget document of 2005 of \$4,198 million (compared to the actual for 2004-2005 of \$4,715 million) and the revised estimate of \$5,754 million. For 2008-2009, the financial framework shows an additional growth of 16 per cent, with a projection of \$6,653 million. Taking a longer time frame, the level of regular and other resources between 2000-2001 and 2008-2009 is projected to grow to \$6,653 million from \$2,349 million, or 183 per cent.

4. The biennial support budget supports both regular resources and other resources programmes. Increases are proposed in the 2008-2009 biennial support budget to enhance the core capacity of the organization to provide the required support and oversight for programmes, which have increased substantially based on the growth in resources. The proportion of support budget, including United Nations-mandated security costs, to total regular and other resources, however, has been contained and reduced from 22 per cent in 2000-2001 to 15 per cent in this proposed budget for 2008-2009.

5. As compared to the current 2006-2007 biennium, the gross biennial support budget for 2008-2009 of \$912.8 million reflects a proposed growth of 20.5 per cent, which includes a 9.6 per cent provision for inflationary cost increases.

II. Strategic and financial context of the 2008-2009 biennial support budget

A. Strategic framework

6. The UNICEF MTSP 2006-2009 (E/ICEF/2005/11) approved at the second regular session of the Executive Board in 2005, provides the strategic and financial context of the 2008-2009 biennium. The MTSP, which is based on the UNICEF Mission Statement, global commitments in the Millennium Summit and the

Millennium Development Goals, the United Nations Special Session on Children 2002, and the Convention on the Rights of the Child, already defines organizational results for the global agenda on children. The development of the biennial support budget takes place in the context of the following guiding principles of the strategic plan:

- (a) Working with partners and within UNICEF to accelerate results and impact for children;
- (b) Ensuring that UNICEF work at all levels is informed by evidence, current knowledge, good practice, the lessons of evaluation and international experience;
- (c) Striving for efficiencies and excellence in UNICEF management and operations within the framework of the organizational strategic plan, and monitoring and assessing its performance on an ongoing basis;
- (d) Bringing a human rights perspective and striving to mainstream gender issues in all of UNICEF work for children;
- (e) Promoting, advocating for and supporting children's rights in all situations.

7. The analysis made by the Organizational Review has reaffirmed the fundamental soundness of the mission of UNICEF, and the vital and unique role that UNICEF continues to play on behalf of children around the world. The review recommended strategic shifts in a number of specific areas aimed at improving organizational performance and placing greater emphasis on results for children. This biennial support budget takes into account the response of UNICEF to the recommendations of the Organizational Review, as outlined in the document E/ICEF/2007/CRP.16, presented to the Executive Board at its second regular session of 2007, and the deliberations of the Executive Board.

8. The proposed adjustments in structure also take into account the initiatives for increasing the coherence of the United Nations system and "delivering as one" at the field level.

9. Within the framework of results-based management, the results-based budgeting initiative taken by UNDP, UNFPA and UNICEF has been agreed with a revised harmonized format of presentation by the respective Executive Boards at their annual sessions of 2007. Both the Advisory Committee on Administrative and Budgetary Questions and the Executive Board acknowledged that adopting results-based budgeting was a challenge, and UNICEF should continue to progressively strengthen its results-based management and budgeting and further strengthen the linkage of management results with the MTSP.

10. Regarding programme resources, the presentation of the country programme document is already in a results-based format and includes a results matrix. While the biennial support budget represents a small proportion of overall resources and covers only key functions to support the operational activities of the organization at all levels, the results-based presentation more clearly links the functions funded by the biennial support budget with effective programme delivery as envisioned in the MTSP. Office management plans (OMPs) at regional and headquarters divisional levels provide the basis for strategically allocating human, financial and management resources in line with the targets and performance standards of the

MTSP. Standard indicators for use in OMPs are developed during the plan period and updated for each biennium to enable more detailed comparisons of performance.

11. Periodic reporting through the Annual Report of the Executive Director on progress and achievements against the medium-term strategic plan (the “Annual report”) will remain the primary mechanism for reviewing progress in relation to organizational targets, performance standards and results for children. Reports on both programmatic and operational indicators linked to the MTSP are aggregated globally and by region. This reporting helps to better focus the provision of technical support, adjust procedures and budgets where needed, and develop initiatives to address persistent shortcomings.

12. The MTSP also describes key performance targets and indicators for the operations functions, and these are being used to prepare the Annual Report, beginning with the annual session of 2007. The organizational targets, strategies and performance indicators in each of the operational areas will be further refined in the next MTSP for 2010-2013 based on the harmonized operational management and support functions funded by the biennial support budget.

13. In line with the focus on results rather than inputs, the biennial support budget process has provided managers with greater authority to allocate resources to best meet local requirements, consistent with the principles and practices of prudent management, and in accordance with budgetary ceilings established taking into account organizational priorities and shifts.

B. Financial framework

14. The financial overview is presented in the resource plan (table 1), with figure A showing the proportional use of total resources, and figure B providing information over a five-biennium period on contributions from regular and other resources to show the changing relationship between these two sources of income.

15. Total resources, as presented in the resource plan, consist of UNICEF income (regular resources and other resources) and trust funds. While the regular resources are presented separately, the other resources (for regular and emergency programmes) and trust funds are presented under the heading of “additional resources”. The additional resources also include procurement services as part of the trust funds. The presentation of the resource plan has been simplified to two sections as follows:

(a) **Resources available.** Total resources available will increase from the revised estimate of \$6.9 billion for 2006-2007 to a projected \$10.3 billion in 2008-2009, representing an increase of \$3.4 billion, or 49 per cent. Within the total resources, the revised regular resources available are projected to increase from \$2.0 billion to \$3.0 billion with an increase of \$1.0 billion or 50 per cent; while the revised additional resources are projected to increase from \$4.9 billion to \$7.3 billion with an increase of \$2.4 billion, or 49 per cent;

(b) **Use of resources.** In line with the increases in income, regular resources programme expenditures are projected to increase by 52 per cent from \$1,065 million to \$1,618 million. The gross biennial support budget of \$912.8 million proposes a 20.5 per cent growth including 9.6 per cent provision for inflationary cost increases, with a projection of \$223 million from recoveries and income to the budget. This

brings the estimated net biennial support budget to \$689.8 million and a separate appropriation of \$26.2 million for the United Nations-mandated security costs.

16. With the increase in total resources, the proportion of funds proposed to be allocated to the biennial support budget, including United Nations-mandated security costs, further reduces from 14.7 per cent in 2006-2007 to 12.2 per cent in 2008-2009. Of the total resources, 87.8 per cent will be for programmes, 11.9 per cent for the biennial support budget and 0.3 per cent for the United Nations-mandated security costs (figure A).

Table 1. **Resource plan**
(In millions of United States dollars)

	2006-2007				2008-2009			
	Regular resources	Additional resources	Total resources	%	Regular resources	Additional resources	Total resources	%
1. Resources available								
Opening balance <u>a/</u>	340.0	1,143.0	1,483.0		733.0	1,779.0	2,512.0	
Income								
Contributions	1,576.0	2,524.0	4,100.0		1,984.0	4,369.0	6,353.0	
Other income <u>b/</u>	98.0	-	98.0		300.0	-	300.0	
Other <u>c/</u>	-	29.0	29.0		-	43.0	43.0	
Trust funds <u>a/</u>	-	1,221.0	1,221.0		-	1,119.0	1,119.0	
Total available	2,014.0	4,917.0	6,931.0		3,017.0	7,310.0	10,327.0	
2. Use of resources								
A. Programmes								
(i) Regular and Other Resources	1,065.0	2,307.0	3,372.0		1,618.0	3,854.0	5,472.0	
(ii) Trust funds	-	1,175.0	1,175.0		-	1,249.0	1,249.0	
Subtotal	1,065.0	3,482.0	4,547.0	85.3%	1,618.0	5,103.0	6,721.0	87.8%
B. Biennial support budget	567.4 <u>d/</u>	190.0	757.4	14.2%	689.8	223.0	912.8	11.9%
C. United Nations mandated security costs	26.2	-	26.2	0.5%	26.2	-	26.2	0.3%
Total use of resources (A+B+C)	1,658.6	3,672.0	5,330.6	100.0%	2,334.0	5,326.0	7,660.0	100.0%
3. Balance of resources	733.0 <u>e/</u>	1,779.0 <u>e/</u>	2,512.0		683.0 <u>f/</u>	1,984.0	2,667.0	

a/ Includes procurement services in additional resources column.

b/ Includes interest and miscellaneous income (sale of surplus and obsolete property, liquidation of prior year outstanding budgetary obligations, and difference between handling fees and expenditures in procurement services).

c/ Offset to the biennial support budget (comprising government local office cost contributions, accounting linkage to offset tax reimbursements, recovery from warehouse, fees from Junior Professional Officer programmes and other trust funds).

d/ Includes additional support budget approval of \$10.6 million for avian influenza and business continuity during the biennium 2006-2007.

e/ Balance of resources for 2006-2007 has been updated as follows:

	Regular resources	Additional resources
Balance of resources (1-2)	355.4	1245.0
Add: Additional approval (note <u>d/</u> above)	10.6	-
Update in income and expenditure	367.0	534.0
Revised Balance of resources	733.0	1779.0

f/ For 2008-2009 regular resources, balance of resources of \$683 million represents revised MTSP cash balance before the funded reserves for after-service insurance, capital assets, separation fund and procurement services, and the provision for write-offs.

Figure A
Use of total resources, 2008-2009 (including trust funds)

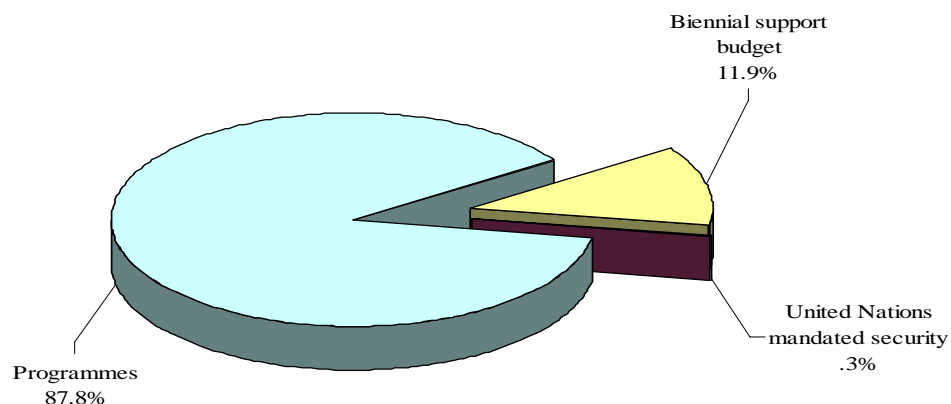
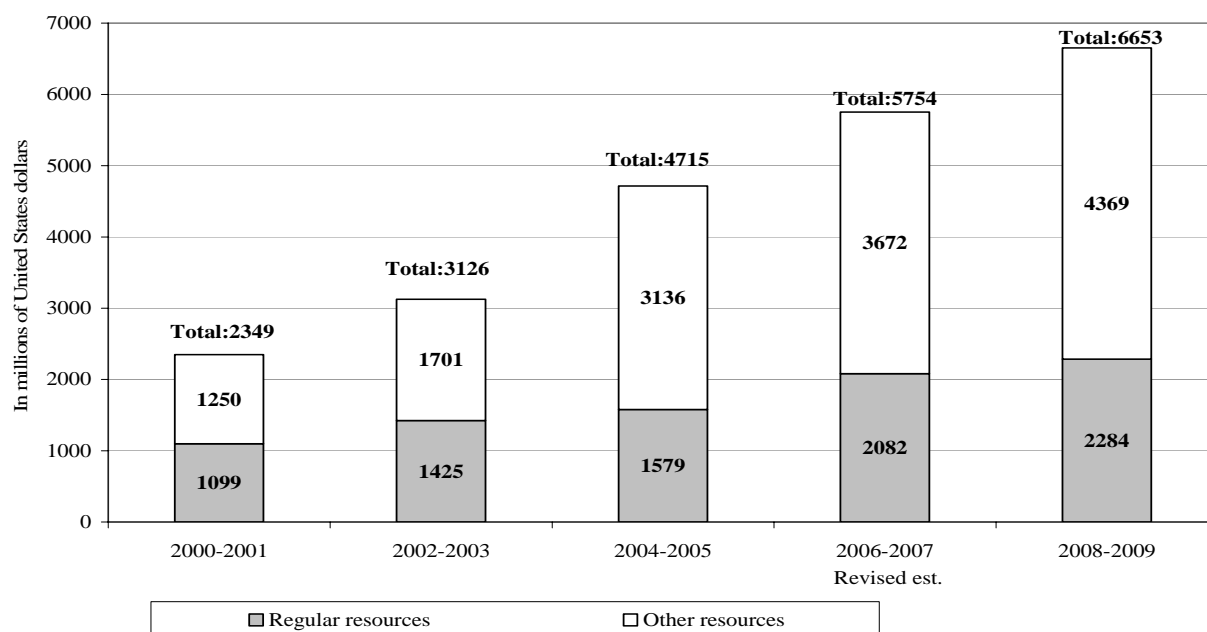


Figure B
Contributions by funding category, 2000-2001 to 2008-2009
(In millions of United States dollars)



Note: Figures for regular resources income reflect adjustments of refund to staff for income tax levied by Member States.

III. Proposals for the 2008-2009 biennial support budget

A. Summary of proposals

17. The proposed gross biennial support budget for 2008-2009, without United Nations-mandated security costs, is \$912.8 million. This reflects a volume increase of \$82.7 million and a cost increase of \$72.7 million corresponding to 10.9 and 9.6 per cent increases, respectively. The net biennial support budget, after deducting estimated income to the budget of \$223 million, will be \$689.8 million.

18. Table 2 provides a summary of major increases and decreases compared with the current biennium. The considerable increase in programme expenditures needs to be coupled with strengthening of the core capacity at all levels to ensure effective delivery. The capacity-strengthening need has been identified as a priority by the Organizational Review as well as by the external audit. A historical perspective and justification for the proposed increases in the biennial support budget, the growth in programme and support budget expenditures since 1996-1997, is illustrated in this table. While the 2008-2009 programme expenditures are expected to grow cumulatively by 304 per cent over the six bienniums, the support budget for the same period would be growing by 86.3 per cent, of which 57.3 per cent is inflationary cost increases, with 29.0 per cent being capacity increases. Further details on the cost and capacity increases are provided below:

(i) Cost increases

19. For the 2008-2009 biennium, the overall provision for cost increases of \$72.7 million comprises \$43 million for an increase in field offices and \$29.7 million for an increase at headquarters locations. The proposed budget has been calculated using exchange rates and post adjustment multiplier as of 1 September 2007 and the annual average inflationary rate of 5.5 and 4 per cent for field and headquarters offices, respectively. The projected vacancy rate of 6 per cent has been maintained for international Professional posts.

20. The following factors contribute to the above cost increase:

(a) Exchange rate and inflation — the weakening of the United States dollar compounded by the impact of inflation has resulted in an upward adjustment of \$40.13 million to local staff costs, including salary scale increases, and operating expenses;

(b) Post-related cost adjustments — a total of \$32.57 million has resulted from changes in the salary scale and post adjustment multipliers for international Professionals, as well as staff entitlements, within-grade salary increments, and reclassification of local and international posts.

(ii) Overview of other capacity increases and realignments

21. The continuing growth in programmes and funding has required UNICEF to propose a real-growth budget to cover cost increases as well as strategic shifts and capacity-building of the organization. The proposals take into account recommendations of the Organizational Review of UNICEF, and internal and external audits. The Executive Board, in its decision 2007/15, welcomed the update on the Organizational Review, reaffirmed the MTSP 2006-2009 as the guiding

framework for UNICEF's work, and recognized the aim of the organizational review to help further enhance the organization's capacity to deliver.

22. While the cost increases have been explained under III A (i) above, the capacity increases and realignments are summarized below under eight themes cutting across several functions.

(a) **Knowledge management:** With a global mandate for children, UNICEF is uniquely positioned to provide an intellectual framework for knowledge around children's issues. An enhanced capacity for knowledge generation and management has been a priority for the organization over the last two years. This has also been validated by the Organizational Review, and is being incorporated throughout the organization. A dedicated unit for a strengthened knowledge management in Policy and Practice is proposed, and a realignment of posts within the Programme Group. Also proposed is a strengthening of data analysis and capacity in headquarters and the regions to support national efforts to conduct surveys on child indicators. The total additional resources proposed for these changes amount to \$8.4 million, which includes two investment projects to enhance resource databases, tools for information management and DevInfo.

(b) **Realignment of programme functions to deliver results, strengthening of research and oversight at global and regional levels:** First, the programme-related functions in headquarters are being aligned around outcomes and key expertise areas and practice areas to strengthen UNICEF capacity to achieve results for children. This realignment involves strengthening of capacities in child survival, growth and development, child protection, education, adolescent development, social policy and economic analysis, communication for behavioural and social change, child rights and gender mainstreaming. A strengthened capacity in post-crisis recovery and risk reduction will be added to the Emergency Programmes with realignments from Programme. In addition, innovative supply planning involving collaboration among programme, supply and regional offices will be ensured with minimal additional resources for piloting and testing of innovative products for children.

Second, the capacity for global oversight, leadership and strategic coherence between headquarters and the field is being strengthened through the establishment of a dedicated Field Support Coordination Office as well as two advisory positions in global strategic guidance and resource allocation policy and priorities.

Third, regional offices are being strengthened to better provide strategic guidance and oversight to country programmes including for the scaling up of child survival interventions in Africa, quality socio-economic policy analysis, capacity for adolescent development, improved programme partnerships, and United Nations coherence in the field.

Fourth, the research oversight function is proposed to be established in New York headquarters to provide leadership for the research agenda and the dissemination and implementation of research findings. The Office of Research will strengthen synergies with the UNICEF global programme agenda and will also oversee the Innocenti Research Centre.

The above changes, which will enhance organizational accountability for programme delivery, are partly funded from offsets within the Programme Group budget, with additional capacities estimated to cost \$24.2 million.

(c) **Core capacities in countries:** In line with the 1998-1999 harmonized definitions of Programme, Programme Support and Management and Administration with UNDP and UNFPA, and a typology exercise carried out by UNICEF, core functions (Representation, Programme Coordination, Operations, and Communication) were identified to ensure minimum core capacity in country offices to advance the UNICEF mandate and effective management of programme delivery. The funding of posts for these functions from the biennial support budget releases country programme budgets for programme inputs. Due to limited biennial support budget availability, prior to 2004-2005, all offices had funded these posts from different programme resources. Therefore, a phased approach to convert posts in country offices funded from programme resources to the biennial support budget was initiated in the biennium 2004-2005. The current proposal will complete this commitment in 2008-2009 with the conversion of 143 posts, which includes 41 international Professional posts. In addition, the biennial support budget includes the provision of support budget for the separate new country office of Montenegro, and reclassification of 8 Representative/Director posts in country offices with a net upgrade of 2 posts following ICSC criteria and senior management reviews. The total additional cost of the above changes comes to \$24 million for the biennium.

(d) **Enhancement of partnerships, advocacy capacity and resource mobilization:** It is proposed that the Geneva Regional Office be merged with the Private Fundraising and Partnerships office to better integrate and support the National Committees for UNICEF and partnerships. The biennial support budget proposes funding the Partnerships Section within this office, strengthening the areas of advocacy for children, corporate social responsibility, civil society partnerships and celebrity relations.

A realignment with the establishment of the Governance, United Nations and Multilateral Affairs office is proposed, which will oversee the existing functions of the Office of the Secretary of the Executive Board, the United Nations Affairs office, the Regional and Inter-Agency Affairs section of Programme Division and the International Financial Institutions Unit from Programme to achieve greater synergy and to more proactively position UNICEF to deliver results for children.

In the areas of public resource mobilization, the Public Sector Alliances and Resources Mobilization Office will be strengthened to better position UNICEF in the changing aid environment.

Advocacy capacity will also be strengthened through an investment project to build advanced search technology, a content management system and mobile phone web capabilities.

A net budgetary increase of \$8.8 million is proposed for all the above enhancements.

(e) **Business process simplification, results and change management:** Business process simplification has been a top organizational priority. Work on this started in the current biennium through a combination of other resources and biennial support budget. Identified opportunities for simplification of several key processes will be implemented in the next biennium to enhance the effectiveness and efficiency of programme delivery. The support budget proposes to continue the Change Management Unit in the Office of the Executive Director for this biennium only. In addition, two investment projects are planned — one for the adoption of the

International Public Sector Accounting Standards (IPSAS), with necessary business policies, processes and systems enhancements scheduled for implementation by 1 January 2010, and the other for a customer relationship management tool in the organization's central ERP (SAP). The total cost of the above is estimated to be about \$10 million, of which \$2.5 million is for the Change Management Unit.

(f) **Human resources planning and management:** Both the strategic review of human resources and the Organizational Review independently concluded that UNICEF needs to strengthen its capacity in strategic human resources planning, performance management, learning, talent identification and proactive sourcing and recruitment to ensure that UNICEF has the most competent and skilled staff to perform its role as the global leader for children. Several of the recommendations are already under implementation, with additional funding of \$17.4 million proposed for the following initiatives in 2008-2009:

- continuation of the dedicated advisory capacity in the Office of the Executive Director to pursue the organizational priority on gender parity;
- establishment of an ethics function in the Office of the Executive Director to ensure the highest standards of ethics and integrity. The proposed ethics officer will support further harmonization of standards across the United Nations system, and particularly between the United Nations Secretariat and the funds and programmes;
- new and emerging talent initiative to identify, recruit, and nurture a higher-quality talent pool;
- comprehensive and improved quality of training and learning for staff development based on desired results and required competencies; and
- investment projects for the enhancement of performance management and customer relationship management tool for human resources.

(g) **Audit, investigations and evaluation capacities:** The Office of Internal Audit and the Evaluation Office are working towards a joint work planning and sharing of expertise for better oversight, programme effectiveness and operational efficiency of offices at all levels. The biennial support budget proposal includes additional allocations of \$2.5 million to strengthen the Office of Internal Audit for investigations and the Evaluation Office to enhance joint programme effectiveness assessments and quality reporting.

(h) **Strategic investment in information technology (IT):** The major strategic investment in IT is to move towards a single-application ERP strategy. This involves a move from the Programme Manager System (ProMS) software for the field to the central 'SAP' ERP with a phased roll-out over two bienniums. It includes the preparation of required functionality for regional and country offices and roll-out to a small number of country offices, with completion of implementation in the 2010-2011 biennium. In addition, provision for investment funds has been made for the regular upgrade of SAP, Push Mail technology for mobile users, single sign-on self service facility, and an assessment of next-generation messaging technology. The total allocation for the above strategic investments is proposed at \$12 million.

(iii) Overview of decreases, changes in the estimated income to the budget and in the appropriation for United Nations-mandated security costs

23. The increases summarized under (ii) above are partly offset by decreases in one-time investments made during the current biennium. These include emergency preparedness, office renovation in headquarters and systems enhancements, cost reduction and efficiency savings in the areas of common services and cost sharing, the joint office in Cape Verde, consolidation of operational support functions for the Programme Group and consolidation of some technical functions in Programme Division, realignment of the Regional and Inter-agency Affairs section from the Programme Division to Governance, United Nations and Multilateral Affairs, the combination of advisory support services for Asia and the Pacific, streamlined structures in the country offices in the Central and Eastern Europe and the Commonwealth of Independent States region, and the restructuring of the IT services.

24. In addition, estimated income to the budget from recoveries is anticipated to grow by a net of \$33 million in the next biennium.

25. The United Nations-mandated centrally managed security costs for the field, appropriated separately, is budgeted at the same level as the current biennium, i.e., \$26.2 million, based on the available information from the United Nations.

Table 2. **Summary of main areas of increase/decrease**

(In millions of United States dollars)

	<i>Total</i>
I. 2006-2007 Net approved appropriation	567.4
II. Increases/decreases due to costs (inflation, currency, staff cost adjustments)	72.7
III. Increases/decreases due to volume	
1. Increase	
(a) Knowledge management	8.4
(b) Realignment of programme functions to deliver results, strengthening of research and oversight at global and regional levels	24.2
(c) Core capacities in countries	24.1
(d) Enhancement of partnerships, advocacy capacity and resource mobilization	8.8
(e) Business process simplification, results and change management	10.0
(f) Human resources planning and management	17.4
(g) Audit, investigation, and evaluation capacities	2.5
(h) Strategic investment in information technology	12.0
Total increases	107.4
2. Decrease	
(a) One-time investments in 2006-2007 including emergency preparedness, office renovation, system enhancements	(14.0)
(b) Cost reductions through efficiency gains, common services, functional integration	(7.7)
(c) Cost reduction through cost sharing	(3.0)
Total decreases	(24.7)
IV. Net change in estimated income to the budget	(33.0)
V. 2008-2009 Net appropriation estimates	689.8
VI. United Nations-mandated centrally-shared security costs	26.2

Proposed summary of biennial support budget by function

26. The 2006-2007 amounts in table 3 reflect the alignment of approved levels before the realignment of structures. Therefore, the 2008-2009 estimates include increases/decreases due to the realignments as well as cost and real capacity increases as summarized under table 2.

27. The summary table I provides an overview of regional distribution of total resources for programmes, including trust funds, and the biennial support budget.

Table 3. **Proposed biennial support budget estimates by function, 2008-2009**
(In millions of United States dollars)

	2006-2007	Change		2008-2009	% to total	
	<i>appropriations</i>	<i>Amount</i>	<i>%</i>	<i>estimates</i>	2006-2007	2008-2009
A. Gross biennial support budget						
1. Executive direction and leadership	11.6	5.1	43.7%	16.7	1.5%	1.8%
2. Representation and advancement of the core mandate	65.1	12.6	19.4%	77.7	8.6%	8.5%
3. Corporate policy and strategy development, planning and guidance	16.6	19.1	114.8%	35.8	2.2%	3.9%
4. Programme guidance, management and oversight	316.6	52.7	16.6%	369.3	41.8%	40.5%
5. Procurement and supply management	36.6	6.2	16.9%	42.8	4.8%	4.7%
6. Emergency management	19.9 *	(6.1)	-30.7% *	13.8	2.6%	1.5%
7. External relations and partnerships	17.8	8.2	46.1%	26.0	2.4%	2.8%
8. Internal and external communications: Media and public relations	59.8	11.0	18.4%	70.8	7.9%	7.8%
9. Resource mobilization and fund-raising	17.6	3.3	18.9%	20.9	2.3%	2.3%
10. Financial management	32.3	7.8	24.1%	40.1	4.3%	4.4%
11. Information and communications technology management	65.1	8.2	12.6%	73.3	8.6%	8.0%
12. General administrative management	36.6	4.8	13.1%	41.4	4.8%	4.5%
13. Human resources management	44.6	17.7	39.8%	62.3	5.9%	6.8%
14. Internal audit	9.2	3.2	34.9%	12.4	1.2%	1.4%
15. Corporate evaluation	3.3	0.5	16.5%	3.8	0.4%	0.4%
16. Staff security	4.7	1.1	24.4%	5.8	0.6%	0.6%
Gross support budget	757.4	155.5	20.5%	912.8	100%	100%
B. Estimated income to the biennial support budget	(190.0)	(33.0)	17.4%	(223.0)		
Net support budget	567.4	122.5	21.6%	689.8		
United Nations-mandated centrally-shared security costs	26.2	0.0	0.0%	26.2		

* Reduction takes into account one-time approval for Business Continuity/Emergency Preparedness during 2006-2007.

Overview of post changes

28. The total number of posts is proposed to increase by 172, or 6 per cent, from 2,800 in 2006-2007 to 2,972 in 2008-2009. Table 4 provides a summary level distribution of posts by category in country offices, regional offices and headquarters, showing changes between the two bienniums.

29. With realignments and reduction in other posts due to efficiency savings, the above translates into a net addition of 128 posts in country offices, a reduction of 14 posts in regional offices and an addition of 58 posts at headquarter locations. The changes include the migration of 143 posts (41 international Professional (IP), 34 national Professional (NP) and 68 General Service (GS) from programme budgets in country offices to the biennial support budget explained under A (ii) (c) above, and 5 posts for a fixed duration of the next biennium only for Change Management.

30. In terms of the variance by post levels, the net increase of 172 represents increases of 9 posts at the level of D-1 and above, 107 IP posts and 56 NP and GS posts.

31. In accordance with the harmonized results-based biennial support budget mock-up format presented to the Executive Board, detailed post changes are presented for senior-level posts of D-1 level and above. The summary table II lists the changes proposed for the approval by the Executive Board. The total increase of 9 posts includes 14 establishments and 7 abolishments including realignments, with a net increase of 7 posts; and 8 reclassifications with a net upgrade of 2 posts.

Table 4. Biennial support budget posts by location

<i>Location</i>	<i>2006-2007 Approved posts</i>					<i>Changes increase/(decrease)</i>				<i>2008-2009 Proposed posts</i>				
	<i>DI and</i>	<i>Other IP</i>	<i>All other</i>	<i>Total</i>	<i>% of total</i>	<i>DI and above</i>	<i>Other IP</i>	<i>All other</i>	<i>Total</i>	<i>DI and above</i>	<i>Other IP</i>	<i>All other</i>	<i>Total</i>	<i>% of total</i>
Country offices a/	37	341	1,219	1,597	57	2	45	81	128	39	386	1,300	1,725	58
Regional offices	14	118	205	337	12	1	11	(26)	(14)	15	129	179	323	11
Headquarters b/	56	419	391	866	31	6	51	1	58	62	470	392	924	31
Total	107	878	1,815	2,800	100	9	107	56	172	116	985	1,871	2,972	100

a/ Includes the conversion of 143 posts from programme budgets to the biennial support budget explained in paragraph 22 (c).

b/ Two additional IP and one GS posts were approved by the Executive Board in January 2007 (E/ICEF/2007/ABL.1) for the Business Continuity Unit in the Office of Emergency Programmes.

B. Description of biennial support budget activities and resources by function

32. This section describes each of the functions and the overall results that will be pursued from biennial support budget financing, as well as an overall indication of how these results will be assessed and described in subsequent biennial support budgets. Noting that the shift towards results-based budgeting has entailed a learning curve within UNICEF, it is anticipated to streamline and improve upon the process in order to enable more strategic linkages between key indicators and results in the future.

Function 1: Executive direction and leadership

33. *Definition and description.* The function involves two components: (a) enabling the Office of the Executive Director of UNICEF to define strategic direction, based on the longer-term vision and mandate, and to provide effective leadership of UNICEF as the United Nations agency for children, driving it towards the defined organizational results in an accountable and transparent manner; and (b) enabling directors at all levels to lead their respective staff towards the defined unit-specific results and to hold each other accountable for achieving those results within the overall executive direction of UNICEF.

34. **Issues and narrative.** UNICEF will continue to implement its strategic direction, defined in the MTSP, in the context of its mandate related to the Convention on the Rights of the Child, Millennium Development Goals, Millennium Declaration and the Declaration and Plan of Action for *A World Fit for Children*. UNICEF will continue to play a lead role in setting the overall pace and direction of United Nations coherence, providing leadership to its partners in the areas of UNICEF mandate and improving the quality of management, achieving gender parity, as well as further improving the accountability of directors at all levels to achieve planned results.

35. In order to do this, the Change Management Unit established in May 2007 and the gender advisory capacity established during the last biennium will be regularized. By establishing two principal advisory positions, one for global strategy and the other for resource policy, UNICEF will bring greater coherence and strategic integration to the management of the organization and ensure greater clarity in strategic guidance and resource allocation priorities from headquarters to the field. In addition, in harmony with other funds and programmes, an Ethics Office is being established so that the highest standards of ethics and integrity can be attained by the organization and its staff.

36. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. Leadership for enhanced political commitments, results-based alliances and strategic partnerships for achieving the child-related MDGs and children's rights	Strengthened partnerships and alliances for results for children in each of the MTSP focus areas/MDGs Stakeholder satisfaction with the strategic direction of UNICEF and organizational results achieved for MDGs and children's rights	Analysis of partnerships as part of the 2004 mid-term review of the 2002-2005 MTSP Stakeholder (Executive Board Member and National Committee) views provided for the 2004 mid-term review of the 2002-2005 MTSP	Analysis of effectiveness of partnerships as part of 2008 mid-term review of the 2006-2009 MTSP Stakeholder views and increased satisfaction levels in the 2008 mid-term review of the 2006-2009 MTSP
2. Leadership to ensure that UNICEF is more focused on results to achieve the MDGs and children's rights, through greater programme coherence, streamlined structures and systems that enhance organizational performance, accountability and effectiveness	Revised framework of accountability structures adopted, including performance indicators Balanced scorecards and information systems functioning for (i) monitoring organizational performance; (ii) monitoring aggregate individual office performance; and (iii) ensuring accountable and transparent operations	The Organization of UNICEF (Executive Board paper, 1998) MTSP 2006-2009, including its results matrices and key performance indicators	Adoption of revised framework document on the Organization of UNICEF Achievement of the key performance indicator targets as per the 2006-2009 MTSP (and updates based on the 2008 mid-term review), with yearly tracking of and reporting on progress

37. **Resources required:** The resources required for 2008-2009 are \$18.3 million.

Function 2: Representation and advancement of the core mandate

38. **Definition and description.** This function covers regional and country-level activities related to representing the agency in order to advance the core mandate, major programme goals and leadership for child rights everywhere. These activities take place principally in country offices but also relate to leadership and representational activities at the regional level, through the Regional Directors, involving various regional/inter-governmental bodies and regional institutions that contribute significantly to determining the children's agenda in the field.

39. **Issues and narrative.** UNICEF has a defined core mandate and a set of organizational targets which fall within the broader Convention on the Rights of the Child, the Millennium Declaration and the Millennium Development Goals as well as the *World Fit for Children* goals. A critical role played by senior leaders in each country, by the Regional Directors at regional offices, and by programme chiefs at headquarters and country offices is to advance the agency's contributions to these international child-focused goals through effective representation, cooperation and partnership with local leaders and other counterparts, experts from other agencies, and regional inter-governmental organizations. The representation units at country offices and in the regional offices are included in this category.

40. *Expected key results:*

Management results (strategic plan)	Indicators	Baselines	Targets
1. Programmes are aligned with national priorities and the strategic focus of the MTSP	Annual direct programme assistance expenditure ratios for the 5 focus areas of the MTSP, linked to the MDGs/ Millennium Declaration	As per MTSP 2006-2009 (paras 187 – 188)	
2. MDGs and child-related components of the Millennium Declaration and other international agreements are articulated in national policies and plans and the UNICEF-country programmes of cooperation, with a special focus on child mortality-reduction goals in 60 priority countries, basic education goals in 50 priority countries, HIV/AIDS-related targets in 54 countries and child protection goals in 70 priority countries, as per the MTSP	<p>Country programmes of cooperation presented to the Executive Board in 2008 and 2009 as well as the mid-term reviews of approved, ongoing programmes, are increasingly rights-based and focused on achieving results for children with national ownership and leveraging of wider resources and actions where necessary</p> <p>Percentage of country programme documents (CPDs) that reflect gender assessment and human rights-based approaches (indices are under development)</p>	<p>Executive Board comments on proposed CPDs and mid-term review reports, 2006-2007</p> <p>91% of new CPDs addressed Observations of the Committee on the Rights of the Child and/or the Committee on Elimination of Discrimination against Women in 2006</p>	<p>Increased Executive Board satisfaction levels with proposed country programmes of cooperation and mid-term review reports, 2008-2009</p> <p>100% by 2009 (MTSP target; further indicators and targets to be developed)</p>
3. National governments, donors and key partners rate UNICEF and its results focus as being effective and meeting partnership goals	<p>Trends in estimated expenditure, by country, in key sectors for children/child-related goals</p> <p>Stakeholder views of UNICEF effectiveness, strategic focus and partnerships</p> <p>Support by donor governments and funding partners for UNICEF, demonstrated by increased and more secure financial contributions</p>	<p>Expenditure by country in key sectors for children/child-related goals (country specific and for latest available year)</p> <p>Stakeholder views of UNICEF effectiveness provided for the 2004 mid-term review of the 2002-2005 MTSP</p> <p>Financial contributions to income 2006-2007</p>	<p>To be determined at country level</p> <p>Increased stakeholder satisfaction with UNICEF effectiveness in the 2008 mid-term review of the MTSP</p> <p>Increased and more secure financial contributions to income for different categories, as per the 2006-2009 MTSP and the targets of its financial plan</p>

41. **Resources required:** For 2008-2009, the resources required are \$77.7 million.

Function 3: Corporate policy and strategy development, planning and guidance

42. **Definition and description.** This function covers the planning and monitoring of the organizational strategic plan, targets and related indicators, core programme policies and longer-term vision and approaches for realizing child goals and children's rights. It includes research and enhanced knowledge management activities that support strategic planning and guidance to headquarters and the field, as well as the exchange of knowledge for the improvement of the situation of children globally. Performance monitoring of the MTSP and overall country programme performance in the United Nations Development Assistance Framework (UNDAF), mainstreaming of results-based management at all levels of the organization, and reporting on the progress of the strategic plan are also part of this function.

43. **Issues and narrative.** Strategic planning in UNICEF is based on the principles of: (a) supporting the achievement of the objectives of the Millennium Declaration and the Millennium Development Goals as well as the mutually reinforcing goals of *A World Fit for Children*, in the overall context of the Convention on the Rights of the Child; (b) policy guidance and response to national demand for UNICEF support; (c) implementing the coherence agenda of the Secretary-General, in which UNICEF plays critical leadership roles, including at the country level, for promoting and supporting national planning processes focused on children and coherent United Nations responses to national priorities and goals focused on children; (d) partnerships and leveraging of resources for children, including through policy advocacy based on knowledge, data and good practice; (e) ensuring that the cross-cutting approaches of gender equality and rights-based and results-focused approaches to programming, children's and young people's participation and programme communication are integrated into country programmes. In early 2008, a mid-term review will be undertaken of the 2006-2009 MTSP, and the next strategic plan for 2010-2013 will be prepared during the biennium 2008-2009.

44. Policy and Practice at headquarters reflects key structural realignments, consolidations and improved integration of work. These will enable greater coherence and synergy among the major policy and strategy development practice areas, with greater focus, technical articulation and leadership for the programme strategies used throughout the organization and an effective contribution to its overall goals and targets. In cooperation with other offices, DPP will position UNICEF as a global knowledge leader and effective partner for children through various means: systematic generation, management and application of knowledge relating to children and strategies in key practice areas that work to promote and protect their rights; extensive collaboration and integration among the revitalized knowledge management and independent research functions; building on and extending of the already-extensive capacity of UNICEF for child-related data collection, analysis and monitoring to address new challenges and national and international needs for information on children; and ensuring, with national and other partners, the ability to provide and exchange child-related knowledge and evidence that can be used to promote innovations, attract wider investments, and validate and take successful approaches to scale.

45. Policy and Practice will link very closely with other offices and functional areas to lead the organization in monitoring and reporting on results and strengthening accountability for performance. In doing so, Policy and Practice will consolidate and assure consistency of the global policy function, develop and strengthen results-based management and performance monitoring systems, undertake performance analysis at global level and provide systematic support to programme oversight, quality assurance and performance monitoring by the regional offices. Critical areas for increased support budget investments to achieve these results will include: (a) data collection and analysis; (b) communication for behavioural and social change; (c) information and knowledge management; (d) social policy and economic analysis; and (e) child rights and gender mainstreaming.

46. A research oversight function will be established as the Office of Research to provide leadership for the UNICEF strategic research agenda and to help to disseminate and apply research findings. This function, working in collaboration with Policy and Practice, Programme, regional and country offices and other parts of the organization, will strengthen the generation of new knowledge and its contribution to the global programme and policy advocacy agendas of UNICEF. The Office of Research will oversee the work of the Innocenti Research Centre. The office will enhance the organization's relationships with research institutions and centres of excellence in developing and developed countries, and the engagement of UNICEF in research and policy debates on children's issues. The proposed biennium budget includes a provision to enhance the research function.

47. ***Expected key results:***

Management results (strategic plan)	Indicators	Baselines	Targets
1. Continued strategic alignment of the MTSP to reflect changing context for children, international commitments and priorities, results, feedback and lessons learned	Revised MTSP following mid-term review Executive Board and stakeholder feedback on MTSP through mid-term review and annual reporting process	Mid-term review of 2002-2005 MTSP; Results-focused Annual Reports to the Board	Mid-term review held in 2008 with agreed conclusions and results-focused Annual Reports to the Executive Board
2. Timely preparation and approval of 2010-2013 MTSP that reflects the organization's goals, capacities, strategic focus and lessons learned in the changing context for children, as well as the concerns of the Executive Board and key partners	Executive Board approval of the 2010-2013 MTSP	Not applicable	MTSP Board approval in September 2009
3. Further strengthening of results-based management of UNICEF programmes of cooperation and support activities with systematic and increased reviews and analysis of programme implementation for directing resources appropriately in the UNDAF and other partnership frameworks	Percentage of new CPDs independently assessed as adequate or better using Specific, Measurable, Achievable, Relevant, Time-bound (SMART) criteria	88% in 2006 (47% assessed as good or better; 41% as adequate)	2009: 95% (MTSP target)

Management results (strategic plan)	Indicators	Baselines	Targets
4. Increased frequency of collection of data on key child indicators, and their analysis and dissemination, through support for the Multiple Indicator Cluster Survey (MICS), Demographic and Health Survey (DHS) and other surveys as appropriate	Number of countries in which MICS undertaken	MICS held in 55 countries 2005-2006	MICS held in 60 countries 2009-2010
5. Improved application of rights-based approach to programme cooperation and gender equality in UNICEF programming and UNDAF through strengthened analysis and feedback of performance and good practice in these areas	Percentage of countries where a gender and/or rights-based approach/review and/or self-assessment has been conducted and applied	27% (2006)	70% (2009)
6. Enhanced generation, development and application of high-quality child-related research and knowledge, including studies, evaluations and validated lessons learned	Increased application of research and knowledge management products in programmes and in technical and policy debates	Evaluation baseline available; others to be determined	To be determined
7. Essential commodities for achieving MDGs available in all least developed countries (LDCs), as a priority	% programmes of cooperation to produce a plan to address availability of essential commodities for children in the country	20%	40%

48. **Resources required:** For 2008-2009 the resources required will be \$35.8 million.

Function 4: Programme guidance, management and oversight

49. **Description and definition.** This function covers the development, approval and implementation of UNICEF-assisted programmes at the country, regional and global levels. The activities undertaken include: (a) technical programme guidance; (b) oversight, operational support and quality assurance of programmes (particularly of country programmes by regional offices and United Nations Regional Directors Teams); and (c) overall programme management of country operations to ensure that programmes proceed towards their approved results and that corrective actions are taken in cases where difficulties are encountered.

50. **Issues and narrative.** This function represents a critical core of the work of UNICEF country and regional offices but also occurs at headquarters (through the Programme Guidance function of the Division of Policy and Planning, working closely with agencies of the United Nations Development Group). The function covers global policy-setting and programme advice; and defining standards and quality of results-based programme documents, and United Nations- and UNICEF-specific results matrices and relevant policy guidance jointly developed and harmonized with other United Nations agencies. A new Programme Group structure organized around outcome areas with technical clusters that develop cross-sectoral and cross-functional work plans to focus on specific programme results will be a major shift during the biennium. This shift will allow countries and regions to

receive enhanced technical guidance and support from the Programme Group as a whole and more effective performance feedback to be received from the field.

51. While decentralization is beneficial in many aspects, there is the potential for regions not to act as integrated parts of a coherent whole. In order to ensure better coordination, support and oversight and to foster greater collaboration and coherence between headquarters and the field, as well as to meaningfully contribute to the process of “Delivering as One United Nations”, a Field Support Coordination Office will be established.

52. At the levels of the regional office, Regional Directors Team and country office, the programme guidance, management and oversight functions will be further strengthened through the clear definition of accountabilities and the development of tools and standards that will help track, monitor and assess results and the efficiency and effectiveness of programme and management operations, as part of overall results-based planning and management approaches. A major strategic investment is to move from the ProMS software for the field to the central SAP ERP in a phased roll-out over two bienniums to move towards a single applications ERP strategy.

53. The regional offices will be strengthened with improved capacity for data analysis and MICS as well as resources for strengthening programme partnerships and collaboration with other United Nations agencies in the context of United Nations coherence and “Delivering as One”. It is also proposed to complete in the next biennium the phased approach started in the 2004-2005 biennium with the funding of the minimum core capacity in the country offices from the biennial support budget.

54. Programmes of cooperation are developed under the leadership of national counterparts within the framework of the UNDAF, where it exists, and consistent with organizational targets articulated in the MTSP, to respond to national priorities and capacity gaps for meeting child-related goals and addressing the rights of children. During the 2008-2009 biennium, regional offices in collaboration with the Programme Group will continue to test different modalities for improving the quality of technical support given to countries. Several areas, such as child survival in Africa, partnerships, social policy and knowledge management, will be strengthened in regional offices through modest increase in support budget investments.

55. *Expected key results:*

Management results (strategic plan)	Indicators	Baselines	Targets
1. Comprehensive and up-to-date policies and guidance in place to guide all aspects of programming in the context of United Nations coherence (including United Nations harmonization, joint programming, emergency preparedness/response, technical and practice areas)	Update and utilization of the Programme Policy and Procedure Manual and related instructions and guidance Quality of programming guidance Number of staff completing programme excellence learning	2007 Manual To be determined through client survey -	Annual enhancements of the Manual To be determined through client survey 300 per year
2. Enhanced quality of programme management and performance monitoring	Comprehensive strategy for improved programme management developed and implemented Regular utilization of Key Performance Indicator (KPI) dashboards at country, regional and global levels	Various elements of a comprehensive strategy exist, including initial KPI dashboards	Comprehensive strategy and tools put progressively in place during 2008-2009
3. Ensure that performance management and monitoring tools are used for oversight of country programmes at regional and headquarter level	Regular utilization of Key Performance Indicator dashboards at country, regional and global levels	Various elements of a comprehensive strategy exist, including initial KPI dashboards	Comprehensive strategy and tools put progressively in place during 2008-2009
4. Guidance for oversight, quality assurance and performance monitoring by regional offices and HQ, based on standards and quality established in technical areas and by core organizational programme guidance	Quality of advisory activities	Various elements of a comprehensive strategy exist, including initial KPI dashboards	Comprehensive strategy and tools put progressively in place during 2008-2009

56. **Resources required:** For 2008-2009, the resources required will be \$367.6 million.

Function 5: Procurement and supply management

57. **Definition and description.** This function covers the leadership on supply and procurement issues to ensure value for money and provision of central guidance and oversight on the procurement of goods and services. UNICEF Supply provides leadership in procurement of critical supplies related to immunization, pharmaceuticals, micronutrients, therapeutic foods, mosquito nets, education, and community-level supplies for water and sanitation.

58. **Issues and narrative.** The success of UNICEF in leveraging essential commodities for children to help to achieve national and global goals depends on the leadership provided in the supply function to ensure value for money. This includes support to countries in determining the supply situation and capacity-

building needs, e.g., to ensure essential commodities for children and an efficient procurement of services. During the biennium, based on the recommendations from the supply function evaluation, Supply will refocus its function on strategic-essential supplies; improve delivery performance, ensure programme-supply integration, promote product innovation and ensure emergency response. These will be largely covered by the reallocation of existing resources, with a minimal increase. Within the proposed budget, Supply will also ensure piloting and testing of innovative products for children.

59. Expected key results:

Management results (strategic plan)	Indicators	Baselines	Targets
Ensure timely and effective procurement of programme services and goods, consistent with existing regulations.	Percentage of procurement actions completed within approved deadlines	N/A	95% to 100%
	Timely response to emergency supplies within 48 hours to be increased	86%	90%
	% orders delivered at port of entry at or within agreed target arrival dates	55%	80%

60. Resources required: For 2008-2009, the resources required will be \$42.8 million.

Function 6: Emergency management

61. Definition and description. The emergency management function ensures that the role of UNICEF in complex emergencies and natural disasters is clearly defined, that UNICEF is properly equipped to fulfil that role, and that all levels of organization are prepared to deliver on the mandate of UNICEF in emergencies. These efforts include the development, updating and dissemination of policies, strategies and guidance for early warning, emergency preparedness and post-crisis recovery, the provision and/or facilitation of access to emergency funding; and establishing and maintaining the core capacity that permits UNICEF to prepare for, respond to and programmatically monitor emergencies and crisis situations.

62. Issues and narrative. The Office of Emergency Programmes (EMOPS), located in New York and Geneva, in collaboration with the Programme Group, develops, updates and disseminates policies (including inter-governmental and inter-agency), strategies and guidance for early warning, emergency preparedness, response and post-crisis recovery; monitors through an Operations Centre the emergence of crisis situations so that related needs can be met; establishes and reviews funding priorities for emergency preparedness and response; provides support to field offices responding to emergencies, including facilitating access to immediate funding; deploys emergency expertise to field offices to support emergency preparedness and response efforts; and engages inter-governmental and inter-agency policy-making organs; and coordinates assigned cluster responsibilities within the arrangements agreed upon within the Inter-Agency Standing Committee.

63. EMOPS oversees the development of Business Continuity planning globally, in accordance with Executive Board Decision 2007/04, for which priority training in the field has been included in the biennial support budget. In addition, capacity for

Recovery and Risk Reduction is strengthened through additional capacity and realignments from Programme.

64. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. Ensure that all country programmes of cooperation have an annually updated emergency preparedness and response plans that are consistent with international humanitarian law, human rights framework and related inter-agency policy and guidance	% of countries with annually updated emergency preparedness and response plan	81%	90%
	% of major emergencies where UNICEF humanitarian response is assessed as making relevant use of international humanitarian law, human rights frameworks, and related inter-agency policy/guidance	N/A	85%
	% of post-crisis countries where UNICEF's programme is assessed as having adequately addressed recovery and Disaster Risk Reduction	N/A	50%
2. In collaboration with human resources and programme group, ensure that all crises requiring emergency deployment of personnel for sector coordination in emergency situations are responded to within one week	% of emergency deployment of personnel within one week for coordination of sectors for which UNICEF is responsible in a crisis situation	N/A	90%
3. Ensure that funding for emergency response is secured in a timely manner	% of Emergency Programme Fund/Central Emergency Response Fund requests processed within 48 hours of receipt	N/A	90%
	% of Consolidated Appeals for which at least 50% of the estimated funding has been secured	53%	65%
4. Ensure Business Continuity plans are made in all countries of UNICEF operations	Proportion of UNICEF offices with Business Continuity plans, maintained through the biennium	N/A	100%

65. **Resources required:** For 2008-2009, the resources required are \$13.8 million.

Function 7: External relations and partnerships

66. **Definition and description.** External relations and partnerships are organized into two major pillars: one pillar representing Governance, United Nations and Multilateral Affairs and the second covering responsibilities for a range of partnerships within Private fundraising and Partnerships, which include responsibility for the relationship with National Committees.

67. **Issues and narrative.** The newly proposed Office of Governance, United Nations and Multilateral Affairs will achieve a tighter integration and a more coherent guidance to UNICEF relationships across the relevant spectrum of multilateral actors concerned with the elements of governance, United Nations and multilateral affairs, including the Economic and Social Council, General Assembly, its various committees and commissions, and other multilateral agencies including

the international financial institutions as well as Permanent Missions to the United Nations and inter-governmental bodies. This Office brings together the existing units of the Office of the Secretary of the Executive Board and the United Nations Affairs and External Relations Office and parts of the Regional and Inter-Agency Affairs Section of Programme. This realignment will ensure a coherent structure that will bring about synergy as well as establish dedicated capacity to comprehensively address all the related issues under one umbrella. The restructuring will be managed within the current budget ceilings and other inter-office adjustments.

68. The Private Fundraising and Partnerships Office consolidates and strengthens the functions of the current Geneva Regional Office, Private Sector Division and the Office of Public Partnerships. The office will be financed essentially through an offset against income from the private sector, with key partnership functions funded from the support budget. The Partnerships Unit, funded by the support budget, aims at fostering relationships with a wide range of partners, including civil society, as well as corporate social engagement, and covers advocacy for child rights, including through celebrity relations. The biennial budget includes a small increase for strengthening partnerships and advocacy for children.

69. ***Expected key results:***

Management results (strategic plan)	Indicators	Baselines	Targets
1. UNICEF action will be based on correct understanding of the trends and directions of the global development agenda and multilateral system architecture	Analytical underpinning of strategies is clear	Not available	Strategy documents reflect analytical underpinning
2. UNICEF participates strategically within the United Nations and multilateral system to ensure the needs and rights of children are fully reflected in discussions and outcome and that results for children are measured	Increased engagement of UNICEF in United Nations interagency processes as well as effective contribution in "Delivering as One"	Not available	Strategically targeted UNICEF participation in UN system debates in accordance with annual qualitative outcome assessments
3. Strengthen UNICEF advocacy and partnership with civil society organizations, elected officials, including parliamentarians, religious leaders and faith-based organizations, youth organizations, sports organizations, inter-regional and intergovernmental organizations and the Global Movement for children	Number of networks of partnerships nurtured contributing to the achievement of MTSP targets	2007	At least two networks supporting majority of the country programmes

70. **Resources required:** For 2008-2009, the resources required will be \$26.0 million.

Function 8: Internal and external communication: media and public relations

71. ***Definition and description.*** The communication function represents the public face of UNICEF and is entrusted with shaping the organization's external image in

both programme countries and among its donors, both government and private. A strong communication platform has helped to strengthen and expand programme activities and to reinforce advocacy efforts for policy change in favour of assuring child rights at global and national levels. The function supports the development of fund-raising, advocacy and policy-based partnerships with countries, civil society and the private sector.

72. *Issues and narrative.* Effective communication with the public and the media is essential. During the 2008-2009 biennium, this function will further strengthen the ability of UNICEF to respond proactively to, and to capitalize on changes in the external environment and bring together major achievements over the last several years while taking into account the strategic shifts identified in the Organizational Review. These efforts will include investments to build on the advanced search technology, content management system and mobile phone web capabilities to improve all communication efforts and to make the UNICEF website the site of choice for children's issues. The focus will be to build on the comparative advantage of UNICEF, support MTSP objectives and the Millennium Development Goals to advance a systemic change in support of children. Emphasis will be on working with external and internal partners to position UNICEF as the United Nations agency for children and partner of choice when it comes to leveraging results and actions for children. The communication function at regional and country offices is performed through the existing capacity of dedicated professionals charged with the responsibility of proactively advocating for children's rights, promoting norms in media and public channels that help to build an appropriate context for increasing investments for children and to prevent abuse, exploitation and violence against children.

73. *Expected key results:*

Management results (strategic plan)	Indicators	Baselines	Targets
1. Develop and update an overarching communication strategy	Communication Strategy developed through a process involving major stakeholders, presented and approved by the Executive Board	Initial framework paper to be finalized based on consultative process by end 2008	
2. Make UNICEF, the place for global knowledge among key audience groups	Number of audience-specific products and tools developed; measurement of audience use and impact of products and tools	1. Federated Search operational by end 2008 2. Web portals for youth, journalists and development professionals completed by end-2009	
3. Optimize the use and impact of communication resources to deliver quality results, manage for efficiency and enhance partnerships	Flagship publications (<i>The State of the World's Children</i> , <i>Progress for Children</i> , etc.) and their reach in different settings. Media coverage of issues, messages and campaigns	6 independent reports on media reach and effectiveness related to identified priority campaigns and launches	

74. *Resources required:* For 2008-2009, the resources required are \$70.8 million.

Function 9: Resource mobilization and fund-raising

75. **Definition and description.** This function covers UNICEF efforts to influence aid policies and mobilize quality resources from the public sector for children and women. The Public Sector Alliances and Resources Mobilization Office spearheading this function will seek to position UNICEF as a knowledge broker and partner of choice in leading the collective commitment to achievement of results for children and women.

76. **Issues and narrative.** The Office will implement a more focused approach in relations with major donors that builds on and strengthens both UNICEF policy dialogue and resource mobilization with donors; develop strategies for the emergent donors; strengthen its capacity for research and policy analysis of Official Development Assistance trends and important development assistance; proactively manage the new funding modalities and mechanisms, including “Delivering as One”; and streamline contribution management functions and strengthen field support capacity. Results in this area include an increase in the quality and quantity of resources, comprising a larger proportion of core and flexible contributions, and positioning UNICEF strategically in the changing aid environment so that UNICEF can influence policies on resource allocation for the benefit of children and women.

77. The linkage with other partnerships to enhance the contribution from the private sector, public-private partnerships and National Committees will be critical. In addition to managing and strengthening relations with existing donors, UNICEF will seek to engage in and organize strong and informative policy dialogues with donors based on UNICEF normative and operational expertise. A comprehensive portfolio of fund-raising packages centred around critical programme and advocacy results will be developed as means to attract high-potential donors or donor groups. UNICEF will also ensure informed and active participation in the United Nations system-wide processes and initiatives such as the Triennial Comprehensive Policy Review to advance its fund-raising objectives in support of achieving child-related goals. As part of the work during the 2008-2009 biennium, the relationship with the Brussels-based European Commission and European Commission Humanitarian Office will be further strengthened.

78. *Expected key results:*

Management results (strategic plan)	Indicators	Baselines	Targets
1. Income projections of MTSP met for regular, thematic and other resources	Actual funds received as regular resources, thematic funds, and other resources		100%
2. Increased levels and improved timeliness and flexibility of humanitarian funding – other resources emergency funding	Percentages of funded levels against humanitarian targets (Humanitarian Action Report, Consolidated Appeal [CAP] and other appeals)	CAP 47%	55%
3. Timely and high-quality donor reports	Proportion of donor reports submitted on time Donor satisfaction based on survey	62% (2004) TBD	85% TBD

79. **Resources required:** For 2008-2009, the resources required will be \$20.9 million.

Function 10: Financial management

80. **Definition and description.** This function will involve enhancing and maintaining systems of financial management and accountability; managing financial and other assets of the agency (funds management); supporting the allocation of agency programme and operating resources to optimize use of expected and/or available funds based on agency priorities (planning and budget); and managing and reporting on financial transactions involving the use of agency resources (accounting, payments, etc.).

81. **Issues and narrative.** UNICEF will continue to safeguard and ensure the transparent, efficient and effective utilization of resources in support of its mission and achievement of the organizational targets. UNICEF will continue to collaborate with other United Nations agencies in moving forward with United Nations reforms on simplification and harmonization and reduction in transaction costs at global and country levels, and support the adaptation to the changing development assistance environment without compromising on transparency and efficiency. A key area of UNICEF investment in the next biennium will be to establish policies and business processes compliant with the International Public Sector Accounting Standards (IPSAS), with systems enhancements in its ERP. Following the United Nations system-wide adoption of IPSAS, UNICEF has committed to be IPSAS-compliant by 1 January 2010.

82. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. Ensure primary responsibility for financial accountability, policy-setting and reporting	Biennial support budget (including United Nations mandated centrally shared security costs) ratio to total regular and other resources	19.7% (2004)	15% (2008-2009)
2. Maintain and improve financial management procedures and systems to optimize use of resources	Reduce unliquidated cash assistance to implementing partners over nine months	8%	5%
	Timely and accurate financial reports and statement	Closure by end-March of succeeding year	Closure by end-March of succeeding year
	IPSAS-compliant business policies, systems and processes	N/A	Compliance by Q4, 2009
3. Ensure allocated resources for programme are expended fully and accounted in time	Proportion of allocated regular resources for programme expended at the end of year	91% (2004)	95%

83. **Resources required:** For 2008-2009, the resources required will be \$40.1 million.

Function 11: Information and communications technology management

84. **Definition and description.** This function covers the development, implementation and management of innovative, effective and secure IT integrated business solutions and technology infrastructure in support of the organization's strategic objectives. Its goal is to support its internal customers and to collaborate with external partners in helping to meet the organizational mandate and strategic priorities. Results are produced by streamlining and aligning business systems with the requirements of the organizational key shifts in the areas of ERP, support to Knowledge and Performance Management as well as standards of United Nations harmonization. The function also assures that worldwide business systems, technology infrastructure and telecommunications operate satisfactorily and support the effective conduct of the business.

85. **Issues and narrative:** The strategic objectives for the 2008-2009 biennium will be to realign the IT structures and resources to deliver solutions and services of agreed-upon levels of quality, taking into account critical shifts for UNICEF, changing business requirements and decisions on United Nations coherence. These objectives will be accomplished through partnerships, including with key external stakeholders. Focal areas will include establishing better-integrated, easily and ubiquitously accessible information repositories, and communication/collaboration tools, for purposes of programmes delivery, managerial planning as well as operations. Existing and newly established solutions shall be designed and deployed in a manner to enable better information-sharing with UNICEF external partners. Automation-related standards, policies, procedures and service-level agreements applicable for headquarters, regions and country offices and towards external audience will be crafted for ensuring the least possible bureaucratic overhead, while at the same time guaranteeing sufficient risk mitigation and effectiveness.

86. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. Support business systems in the areas of ERP, Knowledge Management and Performance Management, to align them with the requirements of the organizational key shifts as well as standards of United Nations harmonization	Single-application ERP System that is IPSAS-compliant and contributes to the implementation of business process simplification initiatives	Dual application ERP (Proms and SAP) in use	Rollout of IPSAS compliant ERP to the regional offices and 20 country offices by January 2010
	Modernized organizational performance management project portfolio management, knowledge and collaboration tools and solutions, including migration towards next generation messaging, seamlessly integrating with other modern communication and office collaboration tools	Several rather isolated systems, tools and solutions. Lack of backbone for integrated web publishing, document management, records management, etc.	Roadmap towards comprehensive UNICEF Enterprise Content Management by end 2008. Implementation by Q4 2009 Full transition for email system implemented in 2008; Migration/ development of key email system-based applications initiated by Q4 2009

Management results (strategic plan)	Indicators	Baselines	Targets
			Additional KPI, dashboards, analytics, management reporting, enabling organization performance management by Q4 2008
2. Facilitating Information and Communication Technology services are rendered globally in a reliable, predictable and cost-effective fashion. Their inherent flexibility for customizations at local level is promoting best adaptation to field necessities	Establish Service Level Agreements (SLAs) and benchmark levels in accordance with internationally recognized standards, including revised IT-related governance mechanisms better serving field office concerns	SLAs not formalized or consolidated. Current IT governance needs realignment; no IT project management office at present	Renegotiate a comprehensive SLA portfolio by end of 2008. Initiate regular customer surveys achieving user satisfaction and SLA compliance level of 80% or better by 2009
	Systems availability and operating costs contained through: disaster recovery (DR) infrastructure and plans in place; portfolio of global connectivity and mobility available to all offices	IT DR studies and resulting acquisitions under way in Q4 2007 bandwidth bottlenecks in many countries; no longer competitive connectivity arrangements Most corporate IT services are provided from New York	Acceptance test for remote data centre completed in Q2 2008; and IT Disaster recovery plan tested in at least 3 country offices Migration to new United Nations-wide VSAT, Intranet connectivity, telephony setting introduction higher quality, lower cost in all locations using VSAT by Dec 2008 Location independent remote access for mobile users in 20 countries by 2008 Assessment of outsourcing/off-shoring options, including commercial and UN synergy options for at least two IT services by Q2 2008

87. **Resources required:** For 2008-2009, the resources required are \$73.3 million.

Function 12: General administrative management

88. **Definition and description.** This function covers the activities carried out to maintain office premises, facilities and support services (travel, assets and general services) at headquarters, that permit agency staff at headquarters and field to carry out the mission of UNICEF. This function also sets general administrative policies and procedures and ensures compliance. Resources include the rents and utilities relating to office facilities, supplies and equipment needed for staff to carry out regular functions and the cost of staff that provide administrative services.

89. **Issues and narrative.** The objective of this function is to ensure that facilities are adequate, and services, supplies and equipment utilized by the UNICEF staff support their efforts to plan and carry out UNICEF programmes and activities effectively and efficiently. Workplaces must be appropriate and functional, supplies and equipment must be procured and made available in a timely manner, and administrative support staff must be attuned to their clients' requirements.

90. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. Assets are safeguarded and workplaces are supportive of the work of staff	Survey results relating to staff satisfaction with workplaces and other administrative services	Assessed current inventories of workstations and equipment	Acquire additional space at HQs to meet organizational needs for the staffing of 2008-2009 biennium
2. Administrative supplies, equipment, and services are provided in an effective and timely manner	Average time taken in responding to service requests for facilities and equipment repairs	Admin. procurement time up to 6 weeks	Reduce admin. procurement time by 10-25%
3. Ensure efficient and strategic administrative management	Compliance with UNICEF policies and procedures in the area of asset, vehicles, travel, common services and real estate management	Response time within 48 hours Annual review of key admin. policies and procedures	Emergency: immediate; Others: within 24 hours Updated policies on vehicle and asset management, and common services: 2008

91. **Resources required:**

For 2008-2009, the resources required are \$41.4 million.

Function 13: Human resources

92. **Definition and description.** The function includes recruiting qualified staff internally and externally to fill vacant jobs; deploying and rotating staff to support achievement of the objectives of UNICEF-assisted programmes; training and educating staff to ensure that skills and competencies required for agency functions are available; establishing and managing a system of performance review and evaluation that rewards personal and organizational performance and provides remediation for less than satisfactory performance; and providing adequate counselling for staff on issues such as career development and grievances.

93. **Issues and narrative.** The UNICEF Strategic Review of Human Resources Management in 2005-2006 helped to identify the key shifts required in the human resources function. As part of the change management strategy, emphasis will be on: (a) improved human resources planning and processes for coherent staffing strategy; (b) managing for performance through the strategic use of assessment of development tools; (c) enabling the deployment of a dynamic and flexible workforce through simplification and streamlining of applicable policies and procedures; and (d) staff development, including the identification and management of new and emerging talent. The biennial budget includes an additional allocation

for young talent identification and nurturing this talent for future roles in the changed context of United Nations work at country level. Efforts will go towards strengthening the UNICEF global learning curriculum with additional funding for learning and training. The global learning curriculum will be tailored to the capacity needs of country offices, with a focus on improved quality of training to produce the needed shift in skills, analysis and leadership.

94. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. UNICEF has motivated and capable staff	Percentage of staff evaluated as “high performing” and percentage of staff evaluated as “under performing” against competences	To be determined	
	Staff satisfaction as per the global staff survey	N/A	80%
	Proportion of performance assessment reports signed by all three parties by February of following year	51% (2006)	80%
	Proportion of staff who spent more than 10 days per year on planned learning	40% (2006)	70%
	Proportion of total staff costs spent on learning and staff development	0.92%	3%
2. Gender parity	Gender ratios of staff at higher levels (P5 and above) and at P/L 1 to 4 range global, HQ and by regions	46%	50%
3. Timely recruitment and retention of high calibre staff	Proportion of staff recruited in regular and emergency posts (from closing date of advertisement to date of offer) within 90 days	47% (regular) 60% (emergency)	75% (regular) 75% (emergency)
	New and emerging talent pool identified and developed for deployment	N/A	60 candidates identified, 75% recruited against positions

95. **Resources required:** For 2008-2009, the resources required will be \$62.3 million.

Function 14: Internal audit

96. **Definition and description.** The role of the Office of Internal Audit (OIA) is to support the achievement of the UNICEF mission and the fulfilment of its accountabilities — including those of its management and staff — through independent and objective assurance and advisory services that assess and analyse the effectiveness and adequacy of UNICEF internal controls.

97. OIA fulfils this role through systematic and disciplined reviews at all levels within UNICEF to consider the extent to which:

- management is aware of and takes appropriate measures (policies, systems, guidance, etc.) to control major internal and external risks to the UNICEF mission and accountabilities;

- resources are acquired economically, used effectively and efficiently, and are adequately protected;
- the actions of staff and management comply with relevant rules, policies, standards and procedures;
- governance and supervision structures exist and function to guide and monitor the development and implementation of internal controls;
- significant programme, operational, and financial information is available, accurate, and timely, and is used to measure and report on results against defined standards, targets, and objectives.

98. **Issues and narrative.** Joint work planning exercises will be undertaken between the OIA and the Evaluation Office to assure better oversight of country offices, regional offices and headquarters divisions. In addition to conducting internal audits and preparing audit summary reports, OIA will update self-assessment guides of key elements of programme and operations management and help to develop capacity for better risk management in UNICEF operations. A risk management framework should help to raise awareness among managers about risks inherent in UNICEF operations, improve risk management practices and reduce the burdensome aspects without compromising fiscal integrity and the reputation of UNICEF. The proposed biennial budget will include additional allocations to strengthen investigations and greater accountability.

99. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. A strong and credible internal audit function exists that supports the achievement of UNICEF mission and mandate, by providing relevant and high-quality audit reports with adequate coverage	Positive results of quality reviews of internal audit function Positive recognition of the internal audit function by the Audit Committee	Positive n/a	Positive Positive
2. Improved risk management practices are applied throughout the organization *	Rate of implementation by management of audit recommendations, by 1 July the following year	56%	80%
3. Improved ethical environment	All complaints investigated and closed within 6 months	n/a	100%

* The corresponding indicator for this result measures management performance, not the performance of OIA.

100. **Resources required:** For 2008-2009, the resources required will be \$12.4 million.

Function 15: Corporate evaluation

101. **Definition and description.** Evaluation is an important function supporting UNICEF in achieving its mission and strategic objectives. Evaluation is essentially about understanding results and their impacts, and providing assessments and best practices to inform decision-making. It enables learning by doing and improves results-oriented activities by re-engineering ongoing activities or bettering new design. The formative evaluation process is participatory. It is an empowerment tool

fostering fairness and impartiality, enlarging the potential for consensus-building. It facilitates learning for stakeholders and the public. Finally, evaluation is about accountability because it focuses on why results are or are not achieved.

102. *Issues and narrative.* As reported to the Executive Board in 2006, the evaluation function is coordinated by the Evaluation Office in New York and the function is carried out at regional and country office levels with dedicated capacity in nearly half the country programmes. The Evaluation Office conducted a self-assessment using the United Nations Evaluation Group Norms and Standards, which identified several main strengths of UNICEF: technical evaluation capabilities; intellectual independence; management of strategic evaluations; credibility to clients; participatory and human rights-based approaches; and gender-balanced evaluation teams. The principal weaknesses identified were the limited availability of human and financial resources; limited evidence that evaluation findings are used; inconsistent distillation of lessons learned; and limited opportunity for professional development activities.

103. The Integrated Monitoring and Evaluation Framework in the MTSP sets the agenda for the Evaluation Office, emphasizing corporate, thematic evaluations around key focus areas and management/operational strategies of the MTSP. The framework also provides quality assurance for key evaluations at regional and country levels. The focus has been on undertaking strategic and thematic evaluations of relevance and appropriateness, effectiveness, efficiency and sustainability of UNICEF management and programme policies. In recent years, evaluation activities have expanded to cover real-time evaluations in emergencies, tsunami response evaluation and increased cooperation among United Nations agencies to provide evaluation support to country offices centred around the UNDAF. The programme effectiveness assessment that is jointly being designed and piloted by Evaluation Office and Office of Internal Audit will be further strengthened through additional investments.

104. *Selected expected key results:*

Management results (strategic plan)	Indicators	Baselines	Targets
1. Evaluations are utilization-focused and management response are integral to the evaluation plan	Proportion of evaluations with a management response	Not applicable	75%
2. Quality of evaluations improve and strengthen the evidence and knowledge base of the organization	Proportion of evaluations rated as satisfactory or better based on United Nations standards	Not applicable	80%
3. Performance Effectiveness Assessment tool developed and applied	Develop a methodology and conduct Performance Effectiveness Assessment of country offices	Not applicable	2008: 1 country 2009: 5 countries

105. **Resources required:** For 2008-2009, the resources required are \$3.8 million.

Function 16: Staff security

106. *Definition and description.* This function covers activities related to assuring a safe, secure environment for UNICEF staff and facilities so that programmes may

be planned and implemented effectively. The Office of Emergency Programmes has established a security policy and globally manages security activities in coordination with the United Nations Security Coordinator and the security focal points of United Nations agencies. The function includes establishing and maintaining policies and systems of security management and accountability, providing an enabling environment for safe programme delivery and contributing to staff safety and security in agency headquarters locations. The Operations Centre (OPSCEN) provides support to staff at headquarters, regional and country office locations. The costs included in this function are only those incurred directly by UNICEF in providing security. Funds relating to UNICEF support to the United Nations-mandated field security continue to be proposed under a separate appropriation specifically for this purpose.

107. **Issues and narrative.** UNICEF staff that plan and deliver development cooperation programmes and activities must operate in the most secure environment feasible. UNICEF security costs include both those mandated by the United Nations and those considered as direct costs. The latter are an integral part of the biennial support budget, while the former are shown separately. The current global security environment requires significant increases in both categories of expense to ensure the safety of staff through compliance with the United Nations Minimum Operating Security Standards (MOSS) and the implementation of Security Risk Assessments (SRAs), and other security programmes. OPSCEN services established in EMOPS in 2002 have significantly expanded and it is now established as a reliable 24-hour information and communications hub for the field, as well as a mechanism for monitoring security situations and provide timely support to country offices and staff in UNICEF.

108. **Expected key results:**

Management results (strategic plan)	Indicators	Baselines	Targets
1. Ensure compliance with MOSS in all countries to which the agency has provided MOSS support	Percentage of UNICEF offices that are MOSS-compliant	95%	100%
2. Ensure that all countries have updated Security Risk Assessment plans	Percentage of UNICEF offices with updated SRAs	50%	75%
3. Monitoring and reporting on staff security, including serious security incidents involving UNICEF staff and assets globally	Percentage of serious security incidents affecting UNICEF staff and assets reported within 24 hours	90%	100%
	Percentage of UNICEF staff completing security training	80%	90%
4. 24 x 7 information and communications support through the OPSCEN to strengthen security for staff in all situations with a particular emphasis on staff performing in emergency situations	Number of support communication links by OPSCEN	17,466	17,000
	Number of weekly informational updates circulated	52	52

109. **Resources required:** For 2008-2009, the resources required are \$5.8 million.

IV. Draft decision

110. It is recommended that the Executive Board adopt the following draft decision:

The Executive Board,

1. *Takes note* of the functions, management results, indicators and resource requirements in the report on the biennial support budget as contained in document E/ICEF/2008/AB/L.1;
2. *Approves* gross resources in the amount of \$912.8 million representing the total biennial support budget for 2008-2009 and *notes* that the income estimates of \$223 million shall be used to offset the gross appropriation, resulting in estimated “net” appropriation of \$689.8 million;
3. *Resolves* that the appropriated amount be used to achieve the results specified in the functions as presented in document E/ICEF/2008/AB/L.1;
4. *Approves* the amount of \$26.2 million from the regular resources for covering the United Nations mandated centrally shared security costs.
5. *Approves* an interim one-month allocation for January 2010 in the amount of \$37.7 million, to be absorbed in the biennial support budget for 2010-2011.

Summary table I. **Regional resource plan**
(In millions of United States dollars)

	2006-2007				2008-2009			
	Regular resources \$	Additional resources \$	Total resources \$	%	Regular resources \$	Additional resources \$	Total resources \$	%
WEST AND CENTRAL AFRICA REGION								
A. Programmes	249.2	350.9	600.1		456.5	674.5	1,131.0	
Trust Funds		111.8	111.8			170.2	170.2	
B. Biennial Support Budget	79.5	-	79.5		95.4	-	95.4	
Total West and Central Africa region	328.7	462.7	791.3	14.8	551.9	844.7	1,396.5	18.2
EASTERN AND SOUTHERN AFRICA REGION								
A. Programmes	233.4	424.3	657.7		429.1	776.0	1,205.1	
Trust Funds		210.2	210.2			286.7	286.7	
B. Biennial Support Budget	79.7	-	79.7		91.9	-	91.9	
Total Eastern and Southern Africa region	313.1	634.5	947.6	17.8	521.0	1,062.7	1,583.7	20.7
THE AMERICAS AND CARIBBEAN REGION								
A. Programmes	49.4	119.4	168.8		49.5	192.7	242.2	
Trust Funds		1.1	1.1			5.5	5.5	
B. Biennial Support Budget	53.4	-	53.4		63.1	-	63.1	
Total The Americas and Caribbean region	102.8	120.5	223.3	4.2	112.6	198.2	310.8	4.1
EAST ASIA AND THE PACIFIC REGION								
A. Programmes	110.9	272.7	383.6		139.7	496.7	636.4	
Trust Funds		23.1	23.1			31.1	31.1	
B. Biennial Support Budget	45.0	-	45.0		56.4	-	56.4	
Total East Asia and the Pacific region	155.9	295.8	451.7	8.5	196.2	527.8	724.0	9.5
SOUTH ASIA REGION								
A. Programmes	181.4	437.2	618.6		239.3	686.8	926.1	
Trust Funds		244.1	244.1			305.7	305.7	
B. Biennial Support Budget	41.1	-	41.1		45.3	-	45.3	
Total South Asia region	222.5	681.3	903.8	17.0	284.6	992.5	1,277.1	16.7
MIDDLE EAST AND NORTH AFRICA REGION								
A. Programmes	60.2	494.7	554.9		75.4	529.4	604.8	
Trust Funds		14.3	14.3			28.1	28.1	
B. Biennial Support Budget	42.3	-	42.3		49.4	-	49.4	
Total Middle East and North Africa region	102.5	509.0	611.5	11.5	124.8	557.5	682.3	8.9
CENTRAL AND EASTERN EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES								
A. Programmes	44.9	79.5	124.4		43.2	121.5	164.7	
Trust Funds		5.8	5.8			11.1	11.1	
B. Biennial Support Budget	37.7	-	37.7		46.6	-	46.6	
Total Central and Eastern Europe and the Commonwealth of Independent States	82.6	85.3	167.9	3.1	89.8	132.6	222.4	2.9
INTERCOUNTRY, GLOBAL AND OTHERS								
A. Programmes	17.4	77.0	94.4		17.4	244.0	261.4	
Trust Funds (incl unallocated)	-	564.6	564.6			410.5	410.5	
Unallocated Programmes	118.2	51.3	169.5		167.8	132.5	300.3	
B. Biennial Support Budget	292.8	-	292.8		359.6	-	359.6	
Total intercountry, global and others	428.4	692.9	1,121.3	21.0	377.1	786.9	1,331.8	17.4
CENTRALLY MANAGED SUPPORT - BSB	85.9	-	85.9	1.6	105.1	-	105.1	1.4
INCOME TO BUDGET	(190.0)	190.0	-	0.0	(223.0)	223.0	-	0.0
TOTAL UNICEF								
A. Programmes	1,065.0	2,307.0	3,372.0	63.3	1,618.0	3,854.0	5,472.0	71.5
Trust Funds		1,175.0	1,175.0	22.0		1,249.0	1,249.0	16.3
B. Biennial Support Budget	567.4	190.0	757.4	14.2	689.8	223.0	912.8	11.9
C. United Nations-mandated security costs	26.2	-	26.2	0.5	26.2	-	26.2	0.3
GRAND TOTAL USE OF RESOURCES	1,658.6	3,672.0	5,330.6	100.0	2,334.0	5,326.0	7,660.0	100.0

Summary table II. **Proposed changes in senior posts**

<i>Organizational unit</i>	<i>Post title</i>	<i>ASG</i>	<i>D2</i>	<i>D1</i>	<i>Total</i>
2006-2007 APPROVED SENIOR POSTS		4	30	73	107
2008-2009 PROPOSED CHANGES					
A. Establishment/(Abolishment)					
Policy and Practice	Deputy Director (realigned from Programme Division)			1	1
Field Support and Coordination Office	Director		1		1
Governance, UN and Multilateral Affairs	Director		1		1
	Principal Adviser, UN Reform (realigned from Office of the Executive Director)			1	1
Programme	Deputy Director, Survival, Growth & Development			1	1
	Deputy Director (realigned to DPP)			(1)	(1)
Office of the Executive Director	Principal Adviser, UN Coherence (realigned to Governance, UN and Multilateral Affairs)			(1)	(1)
	Principal Adviser, UN Reform (realigned to Governance, UN and Multilateral Affairs)			(1)	(1)
	Principal Adviser, Gender			1	1
	Principal Adviser, Strategic Planning			1	1
	Principal Adviser, Resources Investment			1	1
	Director, Change Management			1	1
	Principal Adviser, Ethics			1	1
Private Fund Raising and Partnerships	Regional Director, Regional Office for Europe (Geneva)	(1)			(1)
	Deputy Director, Regional Office for Europe (Geneva)			(1)	(1)
Office for Research	Director		1		1
Innocenti Research Center (Florence)	Director		(1)		(1)
	Director			1	1
West and Central Africa Regional Office	Principal Adviser, Child Survival			1	1
East Asia and the Pacific Regional Office (EAPRO)	Deputy Regional Director (shared services EAPRO/ROSA)			1	1
South Asia Regional Office (ROSA)	Deputy Regional Director			(1)	(1)
Sub-total		-	1	6	7
B. Reclassifications					
Middle East and North Africa region	Director, Operations, Sudan			(1)	(1)
Central and Eastern Europe and the Commonwealth of Independent States region	Representative, former Serbia & Montenegro Area Office			(1)	(1)
East and Southern Africa region	Representative, Zimbabwe			1	1
East Asia and the Pacific region	Representative, Pacific Islands			1	1
The Americas and the Caribbean region	Representative, Haiti			1	1
West and Central Africa region	Representative, Chad			1	1
	Representative, Cote d' Ivoire			1	1
	Representative, Senegal			(1)	(1)
Sub-total		-	-	2	2
Total changes (net)		-	1	8	9
2008-2009 TOTAL SENIOR POSTS		4	31	81	116

Annex I

TERMINOLOGY

(Terms used in the biennial support budget document on which common agreement has been reached and their corresponding definitions given below).

Results-based budgeting: Based on the High Level Committee on Management concept paper, for the biennium support budgets of UNDP, UNFPA and UNICEF. Results-based budgeting is defined as a results-driven budgeting process wherein resource justification is made for a set of expected results with indicators including baseline and targets to be achieved, presented by key functions.

Biennial support budget: The budget of an organization covering a set of functions that support the operational activities of the organization, in support of its mission and mandate at all levels within the framework of the strategic plan, over a two-year period.

Appropriation: An authorization by the Executive Board to the Head of the Agency to commit biennial support budget funds during the biennium up to the amounts so approved.

Cost (increase/decrease): Any increase or decrease in the cost of a resource input in the budget period compared with that in the previous budget period, arising from changes in costs, prices and exchange rates.

Function: Group of activities carried out, funded with biennial support budget resources, to operate and improve the agencies in order to assure the effective delivery of development results and implementation of their respective mandates.

Gross budget: For voluntarily funded organizations, the budget in which staff costs are estimated on a net basis (i.e., exclusive of staff assessment) and all other costs are estimated on a gross basis, e.g., inclusive of income tax payments for staff, total local office costs and costs of services to be rendered.

Net budget: For voluntarily funded organizations, the budget that reflects estimates of income to be expected, which offsets, in whole or in part, the related gross budget estimates.

Other resources: Resources of a voluntarily funded organization, other than regular resources, which are received for a specific programme purpose (other resources relating to programmes) and for the provision of specific services to third parties (other resources relating to reimbursements).

Additional resources: This terminology is used in the context of a simplified presentation of the biennial support budget tables. It is defined as resources, other than regular resources, including other resources and Funds-in Trusts.

Programmes: Direct inputs needed to achieve the objectives of a specific project or programme for development cooperation. This may typically include experts, support personnel, supplies and equipment, subcontracts, cash assistance and individual or group training.

Regular resources: Resources of a voluntarily funded organization that are co-mingled and untied. These will include pledges of voluntary contributions, other governmental or intergovernmental payments, donations from non-governmental sources and related interest earnings and miscellaneous income.

Volume (increase/decrease): Any increase or decrease in resource requirements attributable to changes in the level or nature of activities carried out by an organization during the current budget period and those proposed for the forthcoming budget period. Volume is expressed using the same cost factors applicable for the approved appropriations to permit direct comparison of these changes relative to the level of activities approved for the current budget period.