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UNICEF: The new budget format

Report by Maurice Bertrand, Joint Inspection Unit

INTRODUCTION

1. At its 1979 session the Executive Board, having considered the report of the Joint Inspection Unit on programming and budget problems (E/ICEF/L.1403) decided (para. 58) to approve in principle the adoption by UNICEF of a biennial budget and to consider at its 1980 session more specific proposals regarding the presentation of the budget. 1/

This report attempts to provide a response ...

1/ The decision reads:

"The Board:

(a) Approved in principle the adoption by UNICEF of a biennial budget for administrative services and programme support and related that there would be a procedure for annual adjustments for expenditure and, as necessary, staffing estimates. Since the GCO budget estimates are based on a fiscal year starting 1 May, they may require special consideration;

(b) Welcomed the suggestion of Inspector Bertrand of the Joint Inspection Unit to assist UNICEF to develop a new budget format which would:

- (i) include a unified summary of all components of budgetary information, so as to provide a more comprehensive and orderly picture of all UNICEF activities during a budget period and thus lead to a better understanding of the relationships that exist between these activities, and
- (ii) to this end, show budget expenditure estimates organized by main types of function;

(c) Accepted the recommendation that, with the assistance of Inspector Bertrand and in order to facilitate performance measurement of all functions, research be carried out, (i) to develop more precise indicators that could be linked to the various functions and categories of programme activity and

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2. The present report attempts to provide a response to that decision:

By making a brief commentary on the content of the mock-up of a new budget presentation prepared with the full co-operation of the UNICEF secretariat, which is annexed to this report;

By making some suggestions on the ratios that the Board might use to monitor developments in the budget of the agency;

By explaining the format of the functional "narratives", which describe the activities of the individual divisions or offices covered by a section or subsection of the budget.

... to last year's Executive Board decision concerning a new budget format.

(continued)

(ii) to develop methodologies for monitoring and evaluation;

(d) Accepted with appreciation the offer of Inspector Bertrand to provide, as part of a second report to the 1980 session of the Board, more specific proposals regarding the formulation and presentation of the budget, including an outline of a format for a biennial budget."

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Chapter I

Design of the mock-up for the new format

3. The mock-up of the budget estimates submitted at the end of this report, in the form of six attachments, is the product of a drafting operation carried out in conjunction with UNJCHP secretariat staff dealing with budgetary, administrative and financial matters. The outcome of this work is a proposal:

To combine in a single document the content of the present budget estimates for administrative services and those for programme support services and to try to classify expenditure by function;

Not to include in that document the Greeting Card Operation, which would continue to have a separate budget:

To devise a special arrangement for the UNIPAC budget.

The purpose of the mock-up is to give the Executive Board a general idea of the proposed format of the budget estimates for the forthcoming biennium. It contains the table of contents of the budget estimates, down to subsection level (Attachment A), accompanied by a table showing for each section what the figures for the 1980-1981 biennium would have been if the new format had been in use then (Att. B). The other attachments (C, D, E and F) provide details about the content of the introduction, the possible content of the sections and subsections (two samples of narratives and of tables annexed to them), a list of possible annexes and the text of a possible draft resolution for adoption by the Executive Board.

The mock-up does not provide an answer to every question that might be asked about the format of the budget estimates for the forthcoming biennium. A great many small problems will have to be dealt with during the preparation of those estimates. The time available to us for preparing this report precluded our going into every detail. We believe, however, that the attached mock-up gives the Board enough information to make its decision on the main features.

The annexed mock-up gives only a general idea of the new format for the budget estimates. The new document does not include the Greeting Card Operation estimates and embodies a special arrangement for UNIPAC.

4. In the new format there are four categories of "function":

- I. Over-all policy-making, direction, co-ordination and control
- II. External relations
- III. General administration
- IV. Programme preparation, implementation and evaluation.

Activities are distributed by "function" among four "Parts".

One "part" of the budget estimates is assigned to each of these functions. Each part is divided into sections, with the individual section covering a Division (sections 6, 11, 13 and 14), an office that needs to be treated separately (sections 1 and 10, for example) or specific functions performed by various offices (sections 12 and 16). Some of these sections are divided into subsections so as to enable the principal administrative units taking part in a single type of activity to be identified (the various units of the Information Division in section 6, for example).

5. This method provides both a summary and an analytical picture of activities financed by the budget. The classification of these activities under each of the four "functions" calls for the following comments:

Part I - Over-all policy-making, direction, co-ordination and control. No comment is required on the activities classified under this part, with the exception of section 3. It was our conclusion that the regional directors themselves participated in over-all management and we accordingly set up section 3 for their posts, together with those of any deputies and personal secretariats. This is an arbitrary decision, inasmuch as the regional directors also participate in programme preparation and implementation and in a great many purely administrative decisions. It does, however, reflect the actual situation as faithfully as possible and it can easily be changed if the Executive Board disagrees.

Part II - External relations. All activities concerned with information, relations with national committees and non-governmental organizations and fund-raising, wherever performed, have been assigned to this part. It will be noted that information expenditure by regional offices and field offices is described in section 7.

Parts I, II and III cover over-all policy-making, direction, co-ordination and control; External relations; ...

Part III - General administration. All administrative and financial activities are put into this part. Section 12, therefore, identifies the personnel, administrative and financial activities of the field offices.

... and general administration.

6. Part IV - Programme preparation, implementation and evaluation. This part contains only programme activities proper, since all "over-all policy-making, direction, co-ordination and control", information and administration activities have been covered by the other parts. Sections 13, 14 and 15 in this part cover the work of the Programme Division and the Supply Division (including UNIPAC) and section 16 the activities of the regional and field offices directly connected with programmes. The concept underlying part IV calls for two comments:

Part IV covers programme preparation, implementation and evaluation.

It includes most of the activities classified as "programme support services" in the former budget estimates, with the following differences: the Programme Division and UNIPAC have been put into this part, and administrative and information activities performed by the regional and field offices have been excluded, as have the posts of the regional directors and their deputies in offices where there are deputies. A more detailed explanation of the method followed in this classification is given in paragraph 17 et seq. of this report;

Section 16 covers all the programme activities of field offices. In the proposed arrangement of subsections these offices are classified by region. In view of the size of the funds for this section, these subsections could be made into sections if the Executive Board so wished. In either case there are special problems associated with the presentation of the information to be provided in section 16 owing to the existence of the country programme profiles, with their description of the staffing and expenditures of field offices. The main question is whether it will be sufficient to summarize in this section the information provided in the country programme profiles or whether part of it should be repeated in order to help the Executive Board in its work. We did not have time to consider the problem in sufficient depth to enable us to offer a solution in the mock-up.

7. The object of the new format is to combine a "functional" approach with the possibility of individualizing the budget estimates of each of the "decision-making centres". This was achieved by identifying in most cases in the form of subsections and, in any event, in the form of separate paragraphs within subsections - activities corresponding to a specific

The new format reconciles a classification by function with the possibility of individualizing the decision-making centres.

function performed in any place other than the New York office. For example, all activities involving Geneva are easily identifiable although they are found in sections 3, 5, 7, 9, 11, 12 and 14. The same applies to the regional offices (sections 3, 7, 12 and 16), the field offices and even the Tokyo and Sydney offices. Several budget annexes will be devoted to describing the budget summaries of these centres (see attachment E, "Presentation of the annexes").

8. As the Board pointed out in its decision, the Greeting Card Operation required special consideration not only because its budget estimates are based on a fiscal year starting on 1 May but also because of their specific nature. Our review convinced us that these activities should be excluded from the proposed centralization of the budget. They undoubtedly are revenue-producing activities, and on that score consideration might have been given to describing them in part II. But because of their volume and because they are, so to speak, a commercial enterprise, their inclusion in part II would have given a distorted picture of the facts. The GCO is, of course, an integral part of UNICEF, but it can easily be treated as a relatively independent industrial and commercial enterprise which turns over its profits for use in programme activities. The fact of having separate budget estimates therefore makes it easier to understand how the Operation works. We accordingly propose that in this case the methods now being followed should be maintained.

The position is quite different in the case of UNIPAC. UNIPAC is an entity which it was deemed advisable to handle separately but which performs functions of a type comparable with those of the rest of the Supply Division. We have therefore thought it right to describe its financing in the budget estimates (section 15). However, in order not to burden the administration with the task of making the complicated changes which the incorporation of all UNIPAC transactions in the budget estimates would require, we are proposing that, for the time being at least, the financing of UNIPAC operations by the "surcharge" levied on programme expenditures should continue. In order to find out the total net expenditure financed by the budget alone, therefore, the total after the inclusion of UNIPAC will have to be reduced by a sum equivalent to the figure for section 15 (attachment B, which gives estimated expenditure for the financial year 1980-1981, shows this net total).

There is nothing against continuing the separate budget for the Greeting Card Operation.

For UNIPAC, the "surcharge" financing system could be retained, but the inclusion of a section in the estimates would be a reminder that its activities are comparable to those of other units of the Supply Division.

9. We concluded that the introduction to the budget estimates, accompanied by a number of annexes, would make it possible for the Board:

(a) more easily to understand how the budgeted activities fit into the over-all activities of UNICEF. In fact we consider it impossible (we explain this in greater detail in chapter II, paragraph 14) to make an accurate analysis of activities financed by the budget unless they are considered within that over-all framework. The medium-term plan and the report of the Executive Director certainly provide information on the subject, but a special table in the introduction summarizing the situation for the biennium is bound, in our view, to facilitate the analysis of budgetary problems;

(b) to summarize and comment briefly on the main differences in the volume of expenditure between the proposed budget and that for the preceding biennium;

(c) to comment on budget policy and operations and in particular to summarize all the reforms or improved methods planned for the budget period.

10. The format of each section (or subsection, when it covers a separate unit) has been designed to incorporate:

A narrative describing the activities of the unit considered, identifying its objectives, functions and outputs, and selecting (wherever possible) performance indicators. Two examples of possible passages of this kind are given in the mock-up and the design of these "functional narratives" is explained in greater detail in chapter III of this report;

Tables showing staff and expenditure, classified by category;

An explanation of any differences between the estimates and the previous budget.

This type of format is intended to apply to sections 1-15. For the reasons stated earlier, we feel that further work is required to develop a satisfactory type of format for section 16.

11. We have likewise proposed attaching to the budget (or to the introduction) a number of annexes. A list of these annexes is given in attachment E, together with

The purpose of the introduction to the budget estimates is to help the Board to see how budgeted activities fit into the over-all activities of UNICEF.

The design of the programme narratives is explained in greater detail in chapter III of this report.

models of three of them which are of a new type. The Board will have to judge whether the type of information they might contain (on real growth of the budget, on staff and on the breakdown of expenditure by category and by section) meets its requirements.

12. One part of the existing budget (part IV of the 1980 budget, pp. 96-100 of the English text) is devoted to a short account of budget performance in the second last budget year (1978 in the case of the 1980 budget). The proposed new budget format and the adoption of a biennial budget seem likely to require the use of a special report on this subject.

Consideration might be given to introducing a special budget performance report.

Instead of being confined to brief comments on any differences between the estimates and actual expenditure, this report might also describe the results attained by all units, particularly as regards their outputs, the level of the performance indicators used and the application of the reforms or improved methods proposed for the budget period (as we shall see in chapter III, the narratives accompanying each section or subsection are intended to describe the projections made on each of these points).

The most convenient arrangement would be for such a report to be prepared every two years, in the year following the end of the biennium (for example, in 1984 for the biennium 1982-1983). The Executive Board could thus consider it at its non-budget session. Alternatively, it might be preferred to have it available for the same date as the budget and to cover the most recent two-year period (for example, in 1983 for the period 1981-1982). In any event, should the idea of such a report be approved by the Board, there would be no need to include in the budget estimates themselves passages devoted to the performance of earlier budgets.

13. On the subject of the length of the budget cycle, we considered it unnecessary to elaborate on what was said in our last year's report (E/ICEF/L.1403, para. 31). It should be borne in mind, however, that provision will have to be made for possible adjustments at the end of the first year of the cycle.

Chapter II

"Indicators" or "ratios" to assist the Executive Board in monitoring developments in the Fund's budgetary policy

14. Our previous report (E/ICEF/L.1403) dealt with the problem of measuring the performance of individual functions and, in it we expressed a number of reservations regarding the value of the "indicators" currently used to guide the Executive Board in considering UNICEF budgets. It was stated in paragraphs 38 and 39 that at present the budget documents provide some indicators which enable the Board to make a rough estimate of personnel requirements, together with some figures which make it possible to assess the output of supply operations. It was pointed out, however, that these indicators were quite summary and might even in some cases lead to incorrect deductions. It was proposed that further research should be undertaken in order to identify more precise indicators.

The problem of the types of indicator which might be used and the quality of the information which they could provide may be outlined as follows:

15. The types of information which can be expected to be yielded by comparison of individual items of expenditure are:

"Administrative costs" or "support costs" can be compared with total expenditure, thus monitoring the level of such costs with a view to keeping them within reasonable limits (making comparisons, for example, over time or with other organizations);

Changes in the structure of the organization's expenditure can be monitored by measuring the relative size of the main items of expenditure by category (staff, supply, general management, travel, etc.). The monitoring of changes in these percentages from year to year makes it possible to identify structural changes or seek explanations for such changes;

Lastly, another way of measuring the efficiency of specific functions is to compare the expenditure items for them with one another (for example, cost of procurement or transport of supplies, production costs and distribution costs of information materials, etc.).

There are three types of indicators (or "ratios") that might be used to help the Board in its consideration of the budget estimates:

(1) those measuring administrative or programme support costs,

(2) those used to analyse changes in the structure of expenditure ...

and (3) those measuring the efficiency of specific functions.

/...

If indicators of these three types could be easily devised, a full set of them would constitute a "control panel" from which the status of UNICEF's principal activities could be observed and monitored.

16. There are, however, complex problems associated with the design and use of such indicators. Generally speaking, there is no point in comparing budget expenditure items with either total expenditure or other expenditure items unless the existing structure of the budget makes it possible to identify clearly the expenditure on a specific function or activity. One of the aims of the proposed budgetary reform is to come as close as possible to a format of this kind, but there are limits to what can be achieved in the way of clarification through budget format. The biggest snag is that in many cases a professional staff member performs several functions in a single post. A great many post descriptions show clearly that the same person must often perform both administrative and substantive functions or, in any event, several separate functions. In order to estimate the cost of each of these functions, it would therefore have to be possible to measure the time spent by each staff member on each of the functions identified. This type of operation amounts to a calculation of prime cost. Unless an accounting system for such calculations exists, therefore, a less ambitious method will have to do, with less precise estimates for fewer indicators.

17. Furthermore, the types of indicator which we have listed above call for the following comments. The first type of indicator (administrative costs or support costs as a proportion of total expenditure) is the one most often required. However, it is difficult to lay down a dogmatic definition of the concept of administrative costs or support costs. For example, in the case of UNICEF, it would mean making a clear-cut distinction between resources allocated for administration and management and those allocated directly to activities benefiting children. Making this distinction would be easy only if finding out the actual cost of everything applied directly to "benefit children" was a simple matter. If, for example, UNICEF was a purely charitable organization distributing supplies or equipment for children, it would be possible to compare the cost for the staff engaged in that work with the total cost of the supplies and equipment distributed, and to try to maximize spending on supplies while minimizing staff costs. But that is obviously not the position. The distribution of supplies and equipment is only one of the many ways in which UNICEF pursues its objectives, which can be summarized as helping countries to identify and implement policies which promote the welfare of children.

The lack of prime cost accounts means that less accurate assessments will have to suffice in computing these indicators.

It is difficult to lay down a dogmatic definition of the concept of "administrative costs" or "support costs".

The demarcation line between general costs and direct programme costs certainly does not lie between budgeted expenditure and expenditure financed by means of recommendations.

In these circumstances, a ratio comparing staff costs with the cost of supplies is just one indicator among many for judging an organization's methods. Furthermore, a ratio comparing administrative costs with total expenditure is not easy to compute, since the demarcation line between administrative and programme activities must first be established.

18. The demarcation line certainly does not lie between budgeted expenditure and expenditure financed by means of recommendations. A comparison of budgetary expenditure and expenditure financed by means of recommendations would not help a great deal towards understanding how UNICEF works. The distinction between "budget" and "programme" in UNICEF is based solely on the fact that the budget is used to finance expenditure of a continuing nature (that is, which recurs regularly from year to year), whereas the purpose of the recommendations is to finance that part of the programme the content of which can vary from one period to the next. But the functions performed by project staff do not differ fundamentally in nature from those performed by staff administering programmes financed under the budget. Moreover, programme preparation activities (planning and programming), for example, whether carried out in New York or in the field, are at least as important and as directly linked to UNICEF's objectives as those involving the implementation or evaluation of UNICEF-assisted projects. Accordingly, we find no real justification for the concept of "programme support costs" used in the existing budget estimates (support services budget) and we believe it should be dropped.

For these reasons, in UNICEF the demarcation line should probably be drawn between the activities covered by the first three parts of the budget estimates and programme activities, whether financed under the budget (part IV) or by means of recommendations. Indeed, one of the chief advantages of a breakdown by function, on the lines of that included in the mock-up of the budget format, is that it makes it possible to identify clearly activities which are not directly linked to programme preparation, implementation or evaluation. The classification proposed in the mock-up and in paragraphs 4, 5, 6 and 7 of this report inevitably embodies some arbitrary decisions but every effort has been made to keep the arbitrary element to a minimum. As we have explained in paragraph 12 above, in order to draw an even sharper distinction between programme activities and other activities, a system of prime cost accounting would be necessary: for example, calculating

The existing format allows the line to be drawn fairly accurately between the first three parts of the budget and all other expenditure (part IV and expenditure funded through recommendations).

the proportion of the working time of the head of a field office (part IV, section 16) that is spent on administrative matters, or conversely, the proportion of regional directors' working hours (part I, section 3) that is spent on programme activities. But these would be minor adjustments which would not seriously alter the results of calculations based on the proposed budget format.

19. In our view, therefore, the percentages of the Fund's total expenditure which are allocated to parts I, II and III respectively can legitimately be regarded as indicators of some value. If these indicators are computed on the basis of the figures available for 1980-1981, the results are:

	<u>(\$ 1,000)</u>	<u>(per cent)</u>
Part I (over-all direction)	11,738.4/607,025	1.93
Part II (external relations)	18,662.1/607,025	3.07
Part III (general administration)	28,344.6/607,025	4.66
Total non-programme activities	58,745.1/607,025	9.67

The order of magnitude of general expenditure so calculated is 10 per cent of total expenditure, of which 2 per cent is for over-all direction, 3 per cent for external relations activities and 5 per cent for administration costs.

The figure used for the Fund's total expenditure does not include the Greeting Card Operation, which is dealt with separately. It includes total budgetary expenditure and all expenditure under recommendations, i.e., \$135,025 + \$472,000 = \$607,025 for 2 years. The orders of magnitude calculated in this manner are therefore: total support costs, 10 per cent; over-all direction, 2 per cent; external relations and information activities, 3 per cent; and administrative costs, 5 per cent.

20. As regards the budget for the Greeting Card Operation, the format now used makes it easy to calculate the percentages for administrative, production and sales costs in relation to gross proceeds. If the figures for the 1980 season are used, these percentages are as follows:

	<u>(\$ million)</u>	
Administration costs	2.7/56.4	= 4.7 per cent
Production costs	10.6/56.4	18.8 per cent
Distribution costs	6.6/56.4	11.6 per cent
Authorized discounts to vendors	13.7/56.4	24.3 per cent
Net income	22.7/56.4	<u>40.5</u> per cent
		100.0 per cent (rounded)

Expenditure items in the budget estimates for the Greeting Card Operation can be expressed as a proportion of total income.

21. With respect to the second type of indicator, which makes it possible to monitor changes in the structure of expenditure, the following ratios might be used:

(a) supply and equipment expenditure and staff costs as percentages of total programme costs. For the period 1980-1981, the programme for Kampuchea poses special problems owing to its exceptional nature. Depending upon whether this programme is included in the computation, the figures are:

<u>Category of expenditure</u>	<u>Excluding Kampuchean Prog. (\$ million)</u>	<u>Per- cent- age</u>	<u>Including Kampuchean Prog. (\$ million)</u>	<u>Per- cent- age</u>
supply and equipment expenditure	290,000	60	357,000	63.5
staff costs and miscellaneous	192,500	40	204,500	36.5
total programme costs	482,500	100	561,500	100

(b) structure of staff costs. Indicators could be computed for the relative costs of all categories of UNICEF staff (Professional staff, national officers, General Service staff, experts, volunteers and others), and possibly a breakdown by grade.

(c) structure of programme costs. Additional research on this subject would be necessary if indicators were required showing the proportion of total expenditure attributable to the main programme activities such as: planning and programming activities, implementation activities in the main "fields of co-operation", evaluative activities. The quantified data available at the time of writing are not sufficient to enable us to make more specific proposals with regard to points (b) and (c). Research on this point would therefore have to continue if the Executive Board wishes to see such proposals.

22. The third type of indicator, that is, indicators for measuring the efficiency of specific functions, will have to await the completion of the work on the "performance indicators" for each section or subsection discussed below. The forthcoming biennial budget should provide preliminary ideas on possibilities in this regard. It will then be possible to determine which of these indicators should be chosen as the most meaningful for use in a central "control panel".

For the second type of indicator some further work is required ...

and the preparation of the next budget will help in identifying indicators of the third type.

Chapter III

Design and use of functional narratives and performance indicators

23. One of the most important innovations in the new budget format is that each section or subsection, corresponding to a separate unit or separately-identified function, is accompanied by a "narrative". 1/ This should make it easier for the Executive Board to assess the relationship between the expenditure on a given function and the results achieved. A section or subsection of the budget would thus include a statement, in tabular form, of the number of staff used and other types of expenditure by category, together with a description of the activities to which the expenditure relates. If performance is to be accurately assessed, these narratives must be both succinct and extremely precise. It is our view that in order to achieve this result it would be necessary in every case to describe:

the objectives being pursued;

the functions performed with a view to attaining those objectives;

the list of "outputs", showing the activities in question in quantified form;

the indicators by which to measure performance;

lastly, reforms or changes in method, if any, envisaged during the budget period to improve the efficiency of the unit. 2/

1/ This applies to sections 1-15 of the estimates. For section 16 the country programme profiles can be treated as programme narratives. What type of explanation should be furnished in the budget document itself remains to be decided.

2/ The two samples included do not contain a section on this fifth point. Additional work will be required to determine the kind of treatment to be given to this topic.

The "programme narratives" could be one of the most important innovations in the new budget format.

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24. The mock-up provides two examples of how these narratives might look. The examples chosen refer to subsections covering the Radio, Television and Film Service of the Information Division (section 6 (c)) and one subsection - the Recruitment and Placement Section - of the Division of Personnel and Administration (section 9 (d)).

On the basis of the breakdown into subsections proposed in the mock-up, about 50 of these narratives would have to be prepared for the complete budget estimates (5 for part I, 10 for part II, 12 for part III, and 22 for part IV). This set of narratives would provide, in a new form, a full description of the whole range of UNICEF services. The adoption of this arrangement would, therefore, result in the elimination, or better, absorption into the budget estimates of the document currently entitled "Organization of the Secretariat of UNICEF" (E/ICEF/Misc.158/Rev.3). The samples chosen for the mock-up should make it easier to appreciate the usefulness of such narratives, but they also demonstrate some of the difficulties involved in their preparation.

25. The Information Division sample (section 6) provides a clear definition of the objectives applicable to all units of the Division. The unit chosen for the purposes of illustration - the Radio, Television and Film Service - contributes to the pursuit of all these objectives, and there was therefore no need to repeat them under the relevant subsection, (c).

The paragraph on functions describes what the Service does: co-production, production, distribution, production assistance, assistance to field offices. It was found relatively easy to identify the "outputs" corresponding to each of the main functions and to estimate the number of outputs planned for the biennium remaining (although it must be borne in mind that the volume of co-productions is variable).

In choosing performance indicators an effort is made to draw attention to the ultimate objectives of the unit concerned. The production and distribution of audio-visual materials are merely means of attaining the fundamental objectives, in particular those mentioned under points (b) and (c) (to increase knowledge and understanding of the needs of children and to help to secure greater financial support).

The Radio, Television and Films Service sample highlights the problem of measuring effectiveness.

One indicator was found which helps in appraising the artistic quality of the films produced, inasmuch as they are entered (although not systematically, it must be said) and judged at numerous film festivals devoted to short films at which UNICEF regularly wins awards. On the other hand, it is obviously extremely difficult for this unit to measure the audience reached by the films or radio and television programmes and, even more so, to measure the effectiveness of this form of information and fund raising. While it is possible, for example, to obtain some figures from commercial distributors, systematic data on the distribution or use of audio-visual materials by National Committees for UNICEF is apparently harder to come by. For the time being, very incomplete data on the subject will probably have to suffice. Obviously, however, the policy for the production of new films depends to a very large extent on the audience data collected. The Service cannot really know how effective its production is without accurate data on distribution and impact. Solutions can probably be found for this problem, but it is not the purpose of this report to go into them. We simply wanted to draw the attention of the Executive Board to the sort of question which this kind of narrative will enable it to discuss with the UNICEF secretariat. This example reveals the existence of an interesting question of which the existing budget format gave no hint.

26. The example of referring to the Recruitment and Placement Section of the Division of Personnel and Administration (section 9, subsection (d)) shows that the activities of a purely administrative unit can likewise be described in a way that clearly shows what its objectives, functions and outputs are. In this case, the achievement indicators mentioned earlier draw attention specifically to the efficiency of the unit in terms of speed of work and meeting deadlines. This is undoubtedly an important factor. It must be remembered, however, that the quality of the staff recruited must be the paramount concern of any recruitment service and that it is hard to measure quality by indicators.

27. Scrutinizing these two samples reveals how much research and analysis work will be required in order to submit in the forthcoming budget narratives which will enable the Executive Board to assess the effectiveness of the work of each unit when it comes to decide on the size of the individual appropriation for that unit. In

The Recruitment Service sample shows the type of narrative that can be produced for the traditional type of administrative unit.

general terms, the main problems to be resolved will relate to the same points: precision and clarity in the formulation of objectives, accuracy in the identification of the individual functions, determination of the so-called "outputs", the types of performance indicators for measuring the efficiency of a unit in relation to its objectives (and possibly the relevance of any improvement programme envisaged for the budget period).

However, the problems differ greatly from one unit to another, depending on the functions performed. For example, the types of question that will have to be settled in order accurately to describe the activities of the Comptroller's Division (how sound management of the funds is ensured, what criteria to use for the purpose of measuring the efficiency of funds management, etc. ...) are clearly not those that arise in formulating objectives or performance indicators for the unit responsible for liaison with NGOs or in analysing the operations of the administrative services or accounts units. The nature of the functions which must be clearly and succinctly analysed varies considerably, depending on how general or how detailed the objectives being pursued are, the ease with which "outputs" can be identified, and whether performance is to be assessed in terms of quality or of quantity.

The work done by the UNICEF secretariat in preparing the budget estimates for the forthcoming biennium will probably produce solutions to some of these difficulties. In any case, any comments that may be made this year by the Executive Board on the samples submitted in this mock-up, and next year on the narratives contained in the first biennial budget, will be a useful contribution to the progress of research in this direction.

Much work remains to be done in connexion with the preparation of the forthcoming budget estimates.

MOCK-UP OF THE PROPOSED BIENNIUM BUDGET

This mock-up includes the following attachments:

- A. Proposed new format for the Budget Estimates for the biennium 1980-1981
- B. Budget estimates for the biennium 1980-1981 (given as an example)
- C. Conception of the Introduction
- D. Presentation of two sample sections

- 1) Radio, T.V. and Film services
- 2) Recruitment and Placement section

- E. Presentation of the Annexes

Proposed list of annexes:

- | | |
|-------------------------|---|
| Presentation of Annex 3 | Summary of proposed budget estimates for 1980-1981 and analysis of rate of real growth |
| Presentation of Annex 4 | Established posts authorized for the biennium 1980-1981 and proposed for the biennium 1982-1983 |
| Presentation of Annex 5 | Distribution of 1980-1981 appropriations and 1981-1982 estimates by section/programme of the budget and by main object of expenditure |

- F. Draft Resolution

Attachment A

Proposed new format for the Budget Estimates for the biennium 1980-1981

Volume I

Summary
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Introduction
Annexes to the Introduction

Draft resolutions related to the budget estimates

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Part I Overall policy making, direction, coordination and control

- Section 1. Office of the Executive Board Secretary
- Section 2. Executive Directors Office
- Section 3. Regional Directors Offices
- Section 4. Internal and External Audit

Part II External Relations

- Section 5. Programme Funding Office (including Geneva, Beirut, Sydney and Tokyo)
- Section 6. Information Division
 - a) Director's Office
 - b) Editorial and Publications Services
 - c) Radio, T.V. and Film Services
 - d) Photo and Exhibit Services
 - e) Project Support Communications
- Section 7. Information (Field)
 - a) Information activities Geneva (including Carnets de l'Enfance)
 - b) Participation joint offices (Tokyo and Sydney)
 - c) Information activities of Regional and Field offices
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Part III General Administration

- Section 9. Personnel and Administration
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 - d) Recruitment and Placement
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- Section 11. Finance and Accounts
 - a) Comptroller's Office
 - b) Accounts (New York and Geneva)
 - c) Finance (New York and Geneva)
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Volume II

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- Section 13. Programme Division
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 - c) Programme Analysis and Evaluation
 - d) Programme Operations and Logistics Services
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 - a) Director's Office
 - b) Procurement (including Transport Management)
 - c) Shipping
 - d) Supply Operation Services
 - e) Supply Specifications
 - f) Field Supply and Logistics
 - g) Supply Division in Geneva and participation in joint offices (Tokyo and Sydney)

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- Section 15. UNIPAC (summary of expenditures)
- Section 16. Programme preparation, implementation and evaluation at regional and country levels
 - a) Central and West Africa (regional and representative offices)
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 - c) Nigeria (representative office)
 - d) North Africa (representative office)
 - e) Americas (regional and representative offices)
 - f) East Asia and Pakistan (regional and representative offices)
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- Section 1. Income from Staff Assessment
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Volume III

Detailed Budgets for some specific activities

- I. Greeting Card Operations
- II. UNIPAC
- III. Information Annexes showing expenditures by "cost centres" (see para. 7 of Attachment "E").

In order to give to the board an illustration of the breakdown of expenditures by sections, the following table shows how the expenditures would have been presented if the new format had been applied to the biennium 1980-1981.

Budget Estimates for the Biennium 1980-1981 ^{1/}

(in thousands of United States dollars)

Number of established posts for
the biennium 1980-1981

Section			1980 revised	1981	Total 1980/81	Int'l Prof.	National Officers	General Service ^{2/}	Total
<u>Part I:</u> Overall policy making direction, coordination and control	1	Office of Executive Board Secretary	438.4	496.7	935.1	3	-	5	8
	2	Executive Director's Office	1 390.9	1 575.8	2 966.7	7	-	9	16
	3	Regional Directors Offices (including Geneva)	2 154.7	2 441.0	4 595.7	8	1	12	21
	4	Internal Audit (including field)	1 519.5	1 721.4	3 240.9	14	-	7	21
		Sub-total Part I	5 503.5	6 234.9	11 738.4	32	1	33	66
<u>Part II:</u> External Relations	5	Programme Funding Office (including Geneva)	1 631.3	1 803.0	3 434.3	10	-	11	21
	6	Information Division	3 293.4	3 731.2	7 024.6	18	-	25	43
	7	Information (Field)	3 643.5	4 127.9	7 771.4	11	9	33	53
	8	Liaison with National Committees and NGO's (including Geneva)	207.1	224.7	431.8	1	-	2	3
		Sub-total Part II	8 775.3	9 886.8	18 662.1	40	9	71	120
<u>Part III:</u> General Administration	9	Personnel and Administration (including Geneva)	4 590.8	5 150.3	9 741.1	21	-	76	97
	10	Budget (N.Y. only)	488.6	553.5	1 042.1	5	-	4	9
	11	Finance and Accounts (incl. Geneva)	4 312.2	4 807.2	9 119.4	28	-	58	86
	12	Activities of regional and field offices for Personnel, Administration and Finance (except Geneva)	3 884.3	4 557.7	8 442.0	12	28	406 ^{2/}	446
		Sub-total Part III	13 275.9	15 068.7	28 344.6	66	28	544	638
		Sub-total Parts I, II and III	27 554.7	31 190.4	58 745.1	138	38	648	824
<u>Part IV:</u> Programme preparation, implementation and evaluation	13	Programme Division	4 008.5	4 541.3	8 549.8	32	-	41	73
	14	Supply Division (including Geneva)	7 117.5	7 906.8	15 024.3	44	1	98	137
	15	UNIPAC (Copenhagen)	6 396.0	6 847.8	13 243.8	2	7	37	46
	16	Programme preparation, implementation and evaluation at regional and country levels (field offices)	24 349.3	28 356.5	52 705.8	203	127	490	820
		Sub-total Part IV	41 871.3	47 652.4	89 523.7	281	135	660	1 076
		Total Parts I, II, III and IV	69 426.0	78 842.8	148 268.8	419	173	1 308	1 900
		Estimates not financed from the budget (Section 15)	(6 396.0)	(6 847.8)	(13 243.8)				
		Total Budget Estimates	63 030.0	71 995.0	135 025.0				

^{1/} The above breakdown of the budget estimates by section for the biennium 1980-1981 are rough approximations calculated to provide an example in the mock-up. The total figures, however, correspond to those being proposed for the 1980 revised budget estimates (E/ICEF/AB/L. 209 and Add. 1) and the 1981 budget estimates (E/ICEF/AB/L.210). The number of established posts for the biennium 1980-1981 and their breakdown by function is based on those already approved for 1980 (E/ICEF/AB/L.199) and those being proposed for 1981 (E/ICEF/AB/L.210).

^{2/} Including manual workers.

^{3/} Includes approximately 190 posts of drivers, watchmen and custodial staff (i.e., cleaners, janitors, gardeners, etc....).

ATTACHMENT C

Conception of the Introduction

The introduction to the budget could include:

- some explanations on the definitive features of the new budgetary format (for the first biennium only);
- explanations on the relations between the activities financed through the budget and all the other activities of UNICEF during the biennium. Comments on the attached table showing for the biennium (1980-81 chosen as an example) the total income and the total expenditures of UNICEF;
- presentation of the main indicators or "ratios" and comments on their variations (see Chapter II of the JIU report);
- comments on Annex 3 (see attachment E); analysis of the rate of real growth for the various parts of the budget;
- comments on Annexes 4 and 5 and explanation in general terms of the main differences in expenditures and in staffing with the previous biennium;
- summary of the main modifications and improvements of methods, as described and proposed in details in the narratives of the sections and sub-sections;
- remarks on specific subjects;
- Annexes (see attachment E).

Income (Gross)
(in thousands of United States dollars)

	<u>1980</u>	<u>1981</u>	<u>1980-1981</u>
<u>General Resources</u>			
- contributions from Governments	151 000.0	174 700.0	325 700.0
- contributions to local budget costs	2 000.0	2 300.0	4 300.0
- contributions from non-governmental sources	15 000.0	15 000.0	30 000.0
- GCO total income	37 000.0	45 000.0	82 000.0
- Other income	17 000.0	18 000.0	35 000.0
Sub-total	222 000.0	255 000.0	477 000.0
<u>Supplementary Funds</u>			
- contributions for specific purposes from Governments	29 000.0	38 000.0	67 000.0
- contributions for Kampuchean relief from Governments	56 000.0	6 300.0	62 300.0
- contributions for specific purposes from non-governmental sources	11 000.0	12 000.0	23 000.0
- contributions for Kampuchean relief from non-governmental sources	5 000.0	700.0	5 700.0
- contributions for specific purposes from UNFPA	3 000.0	3 000.0	6 000.0
- contributions for specific purposes from other agencies of the UN system	2 000.0	2 000.0	4 000.0
Sub-total	106 000.0	62 000.0	168 000.0
Total <u>1/</u>	<u>328 000.0</u>	<u>317 000.0</u>	<u>645 000.0</u>

1/ The difference between these figures and those in the Medium-term Work Plan for the period 1979-1983 (E/ICEF/L.1412) reflects the inclusion of GCO total income rather than GCO net income.

EXPENDITURE

(in thousands of United States dollars)

A. <u>Expenditures against the budget</u>	<u>1980-1981</u>
1. Overall policy making direction coordination and control	11 738.4
2. External relations	18 662.1
3. General administration	28 344.6
Sub-total 1,2 and 3	<u>58 745.1</u>
4. Programme preparation, implementation and evaluation	
- Programme preparation and evaluation (Programme Division)	8 549.8
- Supply Division	15 024.3
- UNIPAC	13 243.8
- Programme preparation, implementation and evaluation at country levels (field offices)	52 705.8
Sub-total 4	<u>89 523.7</u>
Total A	<u>148 268.8</u>
B. <u>Expenditures against GCO budget</u>	
1. Operating expenditure	37 000.0
Total B	<u>37 000.0</u>
C. <u>Expenditures against programme commitments</u>	
1. Supplies	290 000.0
2. Non-supply assistance	
- Cash assistance	55 000.0
- Cost of personnel charged to project funds (project personnel)	48 000.0
3. Kampuchean operations; supplies	67 000.0
4. Kampuchean operations; non-supply assistance	
- Cash assistance	10 000.0
- Cost of personnel charged to project funds (project personnel)	2 000.0
Total C	<u>472 000.0</u>
Grand total	<u>657 268.8</u> =====

ATTACHMENT D

Presentation of narratives of two sample sections

First example: the sub-section of radio - TV - films service of the information division (section 6)

1. OBJECTIVES

The objectives of UNICEF's Information Division are:

- (a) to help developing nations work towards the aims proclaimed in the Rights of the Child, within the mandate of UNICEF.
- (b) to increase international understanding of the situation and the needs of children in developing countries, and on the possibilities for action.
- (c) to provide information on UNICEF policies and activities in order to increase government contributions, and to encourage public participation as the basis for greater financial support from both government and private sources.
- (d) to give information and communication support to help implement UNICEF-assisted projects.(1)

Section 6 - Sub-section (c) - Radio-Television-Film Service (2)

1. Objectives

Same as Information Division.

2. Functions

The main functions performed by the Service in support of its programme objectives are as follows:

- (a) to co-operate with broadcast media to achieve the production and broadcast at prime time of television and radio programmes;
- (b) to produce audio-visual material (films and radio programmes) from conceptualization through shooting on location to final editing, for broadcast purposes and for group showings;
- (c) to distribute films and radio programmes;
- (d) to assist National Committees and UNICEF Offices in the production of audio-visual materials for local use;
- (e) to assist PSC (Project Support Communications) activities in the production of audio-visual material in direct support of development programmes;
- (f) to assist development education activities in the production of audio-visual materials.

- (1) This text will be presented at the beginning of section 6 (Information Division)
- (2) The following text will be presented in sub-section (c) of the **section 6**.

3. Outputs (for the biennium)

(a) Co-production:

- about 20 co-productions, varying from spots to single 20-minute films and to six 30-minute sequences, co-productions involve the conceptualization of themes, negotiations with television executives, writing of outlines, control on scripts, organization of itineraries, obtaining the co-operation of field offices and getting government clearances, approval of the final version, production of language versions, and world-wide placement on television for group showings. In cases of co-productions, UNICEF usually retains world rights.

(b) In-house Production:

- 6 to 8 films (films are produced in English, French and Spanish, and some in several other languages).

(c) Distribution:

- some 4000 film prints and 8000 radio prints distributed (for the Biennium):
- in the United States and Canada, and some European countries, through a commercial distributor;
- world-wide, through channels of UNICEF's 75 offices and 35 National Committees;
- through direct contacts with television networks.

(d))

(e)) - providing technical assistance (processing, editing, commenting, mixing) to a varying number of film and

(f)) radio productions.

4. Performance Indicators:

Evaluation of the audience reached and of the impact is a deep concern to the RTF Service. However, it is a difficult task as the "feedback" is extremely poor.

(a) Audience indicators

- number of prints requested; number of language versions requested.
- when and where films are distributed commercially, distributors submit monthly computer runs showing place, time, number of viewers. (1)

(1) for instance, REMEMBER ME was distributed in the US by Association Films and had 351 TV broadcastings in 2 months, totalling 1500.000 viewers)

/...

- in some cases, we have audience indicators from the co-producers: the 63 1-minute spots co-produced by NHK (Japan) were shown three times a day at prime time, throughout 1979, the impact of which was almost nation-wide coverage.
- some National Committees provide some reporting on the use they make of our films. (1) Efforts are being made to prompt National Committees to provide us with systematic reporting with regards to the placement of our films and radio programmes with their respective networks as well as schools and private group showings.

(b) Impact Indicators

Influence of films and radio-programmes on fund-raising and "advocacy" are even more difficult to assess than the evaluation of audiences.

However, it is a fact that in the last ten years, UNICEF's name and the world's children condition have gained a measure of recognition, and that UNICEF's income has also been considerably increased. Part of the credit can be attributed to UNICEF TV exposures. This is confirmed by various opinion polls organized by several governments and organizations in a number of industrialized countries which place UNICEF in a high position of recognition and which invariably refers to TV as the main source of information.

It is planned to utilize such polls on a more systematic basis and to explore new market possibilities for UNICEF audio-visual productions.

(c) Artistic indicators

Number and types of awards obtained in various film festivals. (2) Besides being an indicator of quality, these awards have a considerable influence on distribution.

(1) for instance, the Quebec sub-committee of the Canadian Committee

(2) A recent film, REMEMBER ME, has obtained 5 gold medals and a nomination for the Academy Award. Another one, WATER MEANS LIFE, has obtained gold medals in two festivals.

Radio, T.V. and Film Services

Distribution of the 1980-1981 approved budget and the
1982-1983 budget estimates by major category of expenditure 1/
(in thousands of United States dollars)

	<u>1980-1981</u>	<u>1982-1983</u>	<u>Changes 1980-1981/1982-1983</u>
1. Staff costs			
(i) established posts (salaries)	606.5		
(ii) short-term personnel (salaries)	-		
(iii) other staff costs	<u>141.7</u>		
Sub-total (staff costs)	748.2		
2. Travel on official business	27.0		
3. Major operational cost - Information production (audio-visual)	1 011.2		
4. General operating expenses, services and other costs	<u>165.5</u>		
Total	1 951.9		

Established posts authorized for the biennium 1980-1981

- - - - International Professional - - -										-General Service-		Sub Total	Grand Total
U-S-G	A S-G	D-2	D-1	P-5	P-4	P-3	P-1/2	Sub Total	National Officer	Principal Level	Other Levels		
Chief, Radio, T.V. and Film Service				1				1					1
Information Officer					1			1					1
Film Production and Editing Officers						1	1	2					2
Film Production and Editing Assistant											1	1	1
Secretary											2	2	2
Distribution Clerk											1	1	1
Dispatch Clerk											1	1	1
Total				1	1	1	1	4			5	5	9

1/ Notes concerning breakdown of expenditure estimates

(a) The figures provided for items 1, (iii) and 4 are less precise than for the other items; they would be calculated on the basis of the total number of posts in each section or sub-section.

(b) This example of the breakdown of costs covers sub-section c) of Section 6 of the proposed format (see page 2). The secretariat wishes to seek the advice of members of the Committee on Administration and Finance and the Executive Board as to whether the final version of the proposed biennium budget should include a breakdown of expenditure estimates for each sub-section, or whether, alternatively, a breakdown for each section as a whole would be sufficient.

Section 10. DIVISION OF PERSONNEL AND ADMINISTRATION

Recruitment and Placement Section

1. Objectives

The main objectives of the Recruitment and Placement Section are:

- a) to recruit as required and within the framework of the United Nations Staff Rule and Executive Board mandate, men and women of highest ability and integrity to meet the staffing needs of the Organization;
- b) to plan and carry out the timely rotation and transfer of professional staff between offices and duty stations taking into account the mission of the Organization, as well as the interests of the staff member and family;

2. Functions

The main functions performed by the Section are as follows:

Recruitment

- a) to recruit all international professional staff, including Project Personnel; Junior Professional Officers sponsored by their governments; short and long-term Consultants and Volunteers, filling vacancies as they arise;
- b) to develop and apply appropriate selection procedures and to contact governments, universities and advertise in newspapers and journals for applicants to fill current or anticipated vacancies;
- c) to develop and maintain with the assistance of UNICEF Offices an up-to-date roster of potential candidates to meet UNICEF's anticipated staffing requirements;

Placement

- d) to develop short and long-term manpower plans in collaboration with the appropriate Divisions and Offices and with the Staff Development and Training Section which maintains an inventory of staff resources and skills;
- e) to co-ordinate with other Divisions and Offices planning for staff rotation and initiate the arrangements for the transfer of UNICEF professional staff;
- f) to recruit or initiate transfer of personnel in response to emergency situations.

3. Outputs

Current Activity

On an annual average, the Section:

- a) receives, assesses and replies to over 2,500 applications from potential candidates; interviews about 900 candidates in order to process the appointment of approximately 150 professional staff members.
- b) prepares recommendations to the Appointment and Promotion Committees of approximately 60 new appointments each year;
- c) arranges for the rotation of approximately 75 international staff;
- d) prepares and distributes approximately 35 vacancy notices.

Projected increased activity

Recruitment and Placement activity and the commensurate workload on staff of the Section will increase during the next two years. The major contributing factors to this increase are the following:

- a) the number of appointments will increase because:
 - 1. the volume of UNICEF assistance is expected to increase and entail an increase in posts.
 - 2. there will be several new offices established or re-opened e.g. Salisbury, Phnom Penh, etc.
- b) The number of transfers will increase because of a) above and the shorter tours of duty in some posts subject to difficult conditions.
- c) Under study is a proposal to advertise all posts through vacancy notices.
- d) an increasing amount of travel away from Headquarters will be undertaken by the staff of the Section in order to develop and maintain close working relations with Field Offices and recruitment sources.

4. Performance indicators:

- a) Constant availability of sufficient able staff to carry out UNICEF's programmes; with unfilled notified vacancies for core posts not above 5 per cent;
- b) Recruitment of suitable staff within an average of 12-14 weeks of the closing date of the vacancy notice;
- c) Timely rotation of staff on the basis of at least six months' notice and permitting some overlap with predecessor.

Recruitment and Placement

Distribution of the 1980-1981 approved budget and the
1982-1983 budget estimates by major category of expenditure 1/
(in thousands of United States dollars)

	<u>1980-1981</u>	<u>1982-1983</u>	<u>Changes</u> <u>1980-1981/1982-1983</u>
1. Staff costs			
(i) established posts (salaries)	661.1		
(ii) short-term personnel (salaries)	34.3		
(iii) other staff costs	201.4		
Sub-total (staff costs)	896.8		
2. Travel on official business	35.0		
3. Major operational cost	-		
4. General operating expenses, services and other costs	204.4		
Total	1 136.2		

Established posts authorized for the biennium 1980-1981

- - - - International Professional - - - -								- General Service -					
U-S-G	A S-G	D-2	D-1	P-5	P-4	P-3	P-1/2	Sub Total	National Officer	Principal Level	Other Levels	Sub Total	Grand Total
Chief, Recruitment and Placement				1				1					1
Recruitment Officers					2	1		3					3
Asst. Recruitment Officer							1	1					1
Recruitment Assistant											1	1	1
Personnel Clerks											2	2	2
Secretaries											2	2	2
Total											5	5	10

1/ Notes concerning breakdown of expenditure estimates

- (a) The figures provided for items 1, (iii) and 4 are less precise than for the other items; they would be calculated on the basis of the total number of posts in each section or sub-section.
- (b) This example of the breakdown of costs covers sub-section d of Section 9 of the proposed format (see page 2). The secretariat wishes to seek the advice of members of the Committee on Administration and Finance and the Executive Board as to whether the final version of the proposed biennium budget should include a breakdown of expenditure estimates for each sub-section, or whether, alternatively, a breakdown for each section as a whole would be sufficient.

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ATTACHMENT E

Presentation of the Annexes

Proposed List of Annexes

The list of sixty-five tables presented at various places inside the present budget would have to be modified according to the new presentation. A provisional tentative list of tables (which could be annexed to the introduction) could be the following:

1. UNICEF Secretariat 1980/81 (present table 2 with slight changes)
2. Organization of UNICEF Secretariat New York and Geneva Headquarters (present table 3 plus Geneva, Tokyo and Sydney)
3. Summary of proposed budget by sections and sub-sections for the biennium 1980/81 and analysis of rate of real growth in US dollars (simplified version of Annex I of UN budget as a possible model)
4. Established posts authorized for the previous biennium and proposed for biennium 1980/81 by sections and sub-sections, and by grades (simplified version of UN budget Annex 2). This table should indicate also the estimates of posts financed by the programme.
5. Distribution of previous biennium appropriations and 1980/81 estimates by section of the budget and by main object of expenditure (simplified version of Annex 3 of UN budget).
6. Informative annexes (annexes 60 - 65 of the present budget) could be maintained at the end of the document.
7. In addition, tables presenting in a consolidated manner the budget of various "centre of decisions" (Geneva, regional offices, etc...), could also be included at the end of the document.

Annexes 3,4 and 5 indicated in the above list do not exist in the present budget. The following pages contain models for annexes 4 and 5. Annex 3 for which a sample has not been included with the mock-up will provide a summary of the budget estimates for the biennium 1982-1983, by part, section and subsection, and an indication of the real growth component of these estimates as compared with the budget estimates for the biennium 1980-1981.

The secretariat would welcome any suggestions from Board members with regard to any additional information or data which might be included in the annexes.

ANNEX IV

Established posts authorized for the biennium 1980-1981 and proposed for the biennium 1982-1983

		- - - - - International Professional - - - - -										- - General Service - -			
		U-S-G	A S-G	D-2	D-1	P-5	P-4	P-3	P-1/2	Sub- total	National officers	Principal level (NYHQ)	Other levels	Sub- total	Grand Total
Overall policy making direction, coordination and control.....	1980-1981 1982-1983	<u>1</u>	<u>2</u>	<u>10</u>	<u>4</u>	<u>6</u>	<u>6</u>	<u>2</u>	<u>1</u>	<u>32</u>	<u>1</u>	<u>5</u>	<u>28</u>	<u>34</u>	<u>66</u>
Office of Executive Board Secretary.....	1980-1981 1982-1983	—	—	<u>1</u>	—	—	<u>1</u>	—	<u>1</u>	<u>3</u>	—	<u>1</u>	<u>2</u>	<u>6</u>	<u>9</u>
Executive Directors Office.....	1980-1981 1982-1983	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>	—	—	—	—	<u>7</u>	—	<u>3</u>	<u>6</u>	<u>9</u>	<u>16</u>
Regional Director's Offices (including Geneva).....	1980-1981 1982-1983	—	—	<u>7</u>	<u>1</u>	—	—	—	—	<u>8</u>	<u>1</u>	—	<u>12</u>	<u>13</u>	<u>21</u>
Internal Audit New York.....	1980-1981 1982-1983	—	—	—	<u>1</u>	<u>3</u>	<u>3</u>	<u>2</u>	—	<u>9</u>	—	<u>1</u>	<u>3</u>	<u>4</u>	<u>13</u>
Field.....	1980-1981 1982-1983	—	—	—	—	<u>3</u>	<u>2</u>	—	—	<u>5</u>	—	—	<u>2</u>	<u>2</u>	<u>7</u>
External Relations and Revenue Producing Activities.....	1980-1981 1982-1983	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Programme Funding Office (including Geneva, Beirut Sydney, Tokyo).....	1980-1981 1982-1983	—	—	—	—	—	—	—	—	—	—	—	—	—	—
The remaining functional parts/sections of the budget will follow as detailed in the proposed new format for the budget															
Total.....	1980-1981 1982-1983	<u>1</u>	<u>2</u>	<u>16</u>	<u>33</u>	<u>88</u>	<u>124</u>	<u>113</u>	<u>42</u>	<u>419</u>	<u>173</u>	<u>54</u>	<u>1 254</u>	<u>1 481</u>	<u>1 900</u>
Changes 1980-1981/1982-1983.....															

ANNEX V

Distribution of the 1980-1981 approved budget and the 1982-1983 budget estimates by
functional part/section of the budget and by major category of expenditure
(in thousands of United States dollars)

		Staff costs			Sub-total staff costs	Travel on official business	Major operational costs	General operating expenses, services and other costs	Grand Total	Changes 1980-1981/ 1982-1983
		Established posts	Short-term personnel	Other staff costs						
I.	Overall policy making direction, coordination and control.....									
	1980-1981									
	1982-1983									
1.	Office of the Executive Board Secretary.....									
	1980-1981									
	1982-1983									
2.	Executive Directors Office....									
	1980-1981									
	1982-1983									
3.	Regional Directors Offices....									
	1980-1981									
	1982-1983									
4.	Internal Audit.....									
	1980-1981									
	1982-1983									
a)	New York.....									
	1980-1981									
	1982-1983									
b)	Field.....									
	1980-1981									
	1982-1983									
II.	External Relations and Revenue Producing Activities.....									
	1980-1981									
	1982-1983									
5.	Programme Funding Office (including Geneva, Beirut, Sydney and Tokyo).....									
	1980-1981									
	1982-1983									

The remaining functional part/ sections of the budget will follow as detailed in the proposed new format for the budget										
Total.....		73 682.3	6 019.3	24 008.4	103 710.0	6 367.5	6 787.6	18 159.9	135 025.0	
		1980-1981								
		1982-1983								
Changes 1980-1981/1982-1983..										

Attachment F

The new format of the draft resolution could be the following.

DRAFT RESOLUTIONS RELATING TO THE BUDGET ESTIMATES

A

Budget expenditure estimates for the biennium 1980-1981

The Executive Board resolves:

1. That the budget estimates for the biennium 1980-1981 are approved as follows:

Part 1:	Overall policy making direction, coordination and control	\$ 11,738,400
Part 2:	External relations and revenue producing activities	18,662,100
Part 3:	General administration	28,344,600
Part 4:	Programme preparation, implementation and evaluation (excluding UNIPAC)	<u>76,279,900</u>
	<u>Total (gross)</u>	<u>\$135,025,000</u>

2. That for the biennium 1980-1981 a commitment of \$135,025,000 for the budget is approved.
3. That the Executive Director be authorized to administer as a unit the total provisions under each of Parts 1,2,3 and 4 and that he may, if necessary, approve transfers between these parts not to exceed 5 per cent of the total of each part. Transfers between parts exceeding 5 per cent may not be made without the authorization of the Committee on Administration and Finance.

B

Income estimates for the biennium 1980-1981

The Executive Board resolves:

That for the biennium 1980-1981 estimates of income related to the budget estimates are approved as follows:

Part 1:	Income from staff assessment (net)	\$ 12,985,000
Part 2:	Other income	4,361,500
Part 3:	Contributions from assisted governments towards local budget costs	<u>4,300,000</u>
	<u>Total income</u>	<u>\$ 21,646,500</u>
