



# **SYSTEM-WIDE OUTLINE OF THE FUNCTIONS AND CAPACITIES OF THE UN DEVELOPMENT SYSTEM**

**CONSULTANT'S REPORT**

**JUNE 2017**

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## **A. Context, Objectives and Methodology**

**This report presents a system-wide outline of functions and capacities of the United Nations Development System (UNDS), in response to the Quadrennial Comprehensive Policy Review of the UN’s operational activities for development (QCPR).** In paragraph 19 of Resolution 71/43, the General Assembly “requests the Secretary-General, in consultation with the entities of the United Nations development system, to carry out by June 2017 a system-wide outline of present functions, as defined in their strategic plans and similar planning documents, and existing capacities of all United Nations entities carrying out operational activities for development in support of the implementation of the 2030 Agenda for Sustainable Development, with a view to identifying gaps and overlaps in coverage and providing recommendations for addressing them, identifying comparative advantages and improving the inter-agency approach, in accordance with their respective mandates.”<sup>1</sup> The report should also inform the development of “concrete actions to adapt efficiently and coherently in order to improve their [UNDS entities] collective support to the implementation of the 2030 Agenda for Sustainable Development”<sup>2</sup>, to be presented by December 2017.

**The system-wide outline of functions and capacities and observations on gaps and overlaps covers 35 UNDS entities, including agencies, funds and programs, which are listed in Figure 1.**

**The outline and associated findings are derived from a mixed methods approach including:**

- **Survey of UNDS entities on their work and capacities.** The survey<sup>3</sup> required each entity to identify the SDGs and targets relevant to their work, and the functions they play, to estimate the allocation of expenditures and personnel across SDGs and across functions (for each geographic level, i.e., headquarters, regional and country), and to describe their major knowledge products. Dalberg’s project team provided advice to UNDS entities, and reviewed the estimation methods used by each entity to confirm that they were reasonable and comparable across entities.
- **Review of strategic plans and similar planning documents.** In addition to strategic plans – including drafts for entities currently preparing new plans – the team consulted reports on how entities’ work aligns to the 2030 Agenda, annual reports, program and budget documents, and results matrices<sup>4</sup>. Dalberg identified the strategic priorities, and the relevant SDGs and functions, for each UNDS entity, and refined these based on feedback provided by organizations.
- **Interviews with leaders and senior executives of UNDS entities.** These interviews provided an opportunity to understand the realities of the work of each UNDS entity, to complement the information garnered from the survey and strategic documents, and also to hear perspectives from each UNDS entity regarding gaps and overlaps in the UNDS.

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<sup>1</sup> General Assembly Resolution 71/243, “Quadrennial comprehensive policy review of operational activities for development of the United Nations system,” A/RES/71/243 (21 December 2016).

<sup>2</sup> General Assembly Resolution 70/1, “Transforming our world: the 2030 Agenda for Sustainable Development,” A/RES/70/1 (25 September 2015).

<sup>3</sup> Annex 1 presents the survey Instructions provided to UNDS entities for each section of the survey.

<sup>4</sup> Annex 2 shows the full list of documents consulted for each UNDS entity.

**Figure 1: List of UNDS entities included in the Outline of Functions & Capacities.**

Acronym	Entity Name
ECA	Economic Commission for Africa
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
UNECE	Economic Commission for Europe
OHRLLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNOPS	United Nations Office for Project Services
FAO	Food and Agricultural Organization
IFAD	International Fund for Agricultural Development
WFP	World Food Programme
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNFPA	United Nations Population Fund
WHO	World Health Organization
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
ILO	International Labour Organization
ITC	International Trade Centre
ITU	International Telecommunication Union
UNCDF	United Nations Capital Development Fund
UNCTAD	United Nations Conference on Trade and Development
UNIDO	United Nations Industrial Development Organization
UNWTO	United Nations World Tourism Organization
UNEP	United Nations Environment Programme
UN HABITAT	United Nations Human Settlements Programme
UNISDR	United Nations Office for Disaster Risk Reduction
WMO	World Meteorological Organization
IOM	International Organization for Migration
UNHCR	United Nations High Commissioner for Refugees
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
OHCHR	Office of the High Commissioner for Human Rights
UNODC	United Nations Office on Drugs and Crime
UNV	United Nations Volunteers

Note that entities are grouped by focus area. Entities whose work cuts across many SDGs are included first; the order of subsequent groupings is determined by the order of the SDGs. In no cases is the order of UNDS entities intended to indicate any prioritization or order of precedence, nor is it intended to imply what UNDS entities work on or should work on.

**The system-wide view of functions and capacities, and findings about gaps and overlaps of the UNDS, presented in this report, take care not to go beyond the limitations of the data and analyses.** First, data on expenditure and personnel by SDG and function are estimates<sup>5</sup> because few entities track these breakdowns directly, and hence small differences in these numbers are not meaningful. Second, there was some variation in the definition applied by UNDS for knowledge products: some entities appear to have listed only their most important products while others appear to have included more comprehensive sets; and some entities listed all individual products separately while others grouped sets of products into single items. Third, not all UNDS entities submitted full sets of data, so some analyses don't include all entities<sup>6</sup>. Fourth, the survey requested that entities submit data on 2016 expenditures and personnel and on existing knowledge products, and so don't reflect changes that may be currently underway or planned for the future. Fifth, while it is valuable to look at the balance of effort and capacities across the system on different SDGs and function, the findings on gaps and overlaps keep in mind the interlinked nature of the 2030 Agenda, which means that work on one SDG may affect the achievement of others, and some programs will affect multiple SDGs at the same time. Sixth, capacity is only imperfectly reflected in quantitative measures of expenditure, personnel and knowledge; the numbers don't track quality, impact and skills, and the costs and staffing requirements for performing different functions for different SDGs varies significantly. **Because these considerations informed the preparation and analysis of the outline of system-wide functions and capacities, we are confident in the validity and robustness of the findings and implications derived from the outline.**

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<sup>5</sup> Entities provided information on total expenditure and personnel, and on the percentage breakdown of expenditure and personnel by SDG and by function. Absolute values of expenditure and personnel were calculated by Dalberg by multiplying given expenditure and personnel totals by given percentages.

<sup>6</sup> Annex 4 presents clarifications regarding the survey responses of some specific UNDS entities.

## **B. Outline of UNDS Functions and Capacities**

**The outline of UNDS functions and capacities provides a view of what UNDS entities work on (i.e., which SDGs and targets), – the functions they deliver, and their capacities for each SDG and function.** Capacities are mostly reflected through expenditures, personnel and knowledge. Sections B.1, B.2 and B.3 present non-quantitative data on prioritization of SDGs and functions and quantitative data on the distribution of expenditure and personnel. Section B.4 presents data on knowledge resources and capacities of UNDS entities. Section B.5 describes the capacities of the system to work across entities and to bring the whole of the UNDS to bear to support achievement of the 2030 Agenda.

### **B.1. Expenditures and Personnel by SDG**

**Most entities see themselves as working across most SDGs.** Figure 2(a) depicts SDGs selected by entities in the survey, while Figure 2(b) depicts SDGs identified as primary or secondary priorities by entity from strategic documents (after validation by entities themselves). Most entities work across many SDGs: only 3 entities listed fewer than 10 SDGs in their survey responses, while the review of strategic documents shows somewhat more focus, but still shows an average of 6 primary SDGs and a further 6 secondary SDGs per UNDS entity. This results in high coverage for all SDGs: only two SDGs (12 and 14) were selected by fewer than 20 entities in the survey, and the least covered SDG per strategic documents (SDG 14) is nonetheless a priority SDG for four UNDS entities and primary or secondary for 13 entities.

**Entities also selected high numbers of targets.** Figure 3 shows the numbers of targets selected by entities in their responses to the survey. Entities selected an average of 65 targets, or 38% of the 169 targets. The maximum number of targets selected was 149 while the minimum was 17 targets.

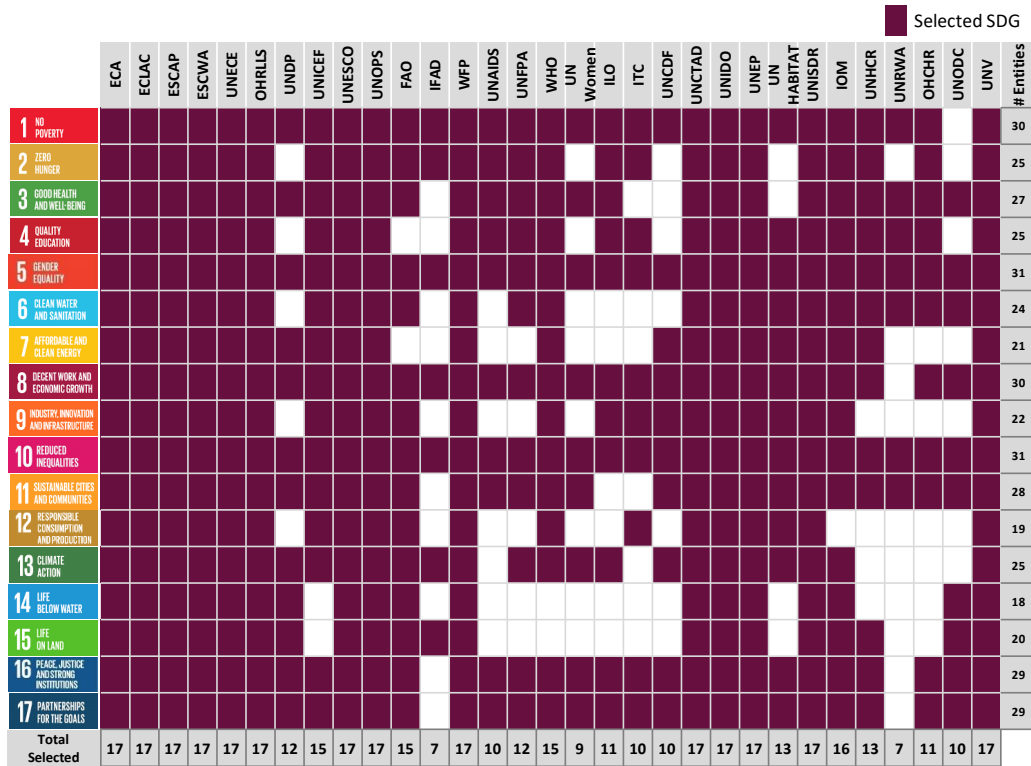
**The first six SDGs and SDG 16 have the highest allocations of expenditure and personnel<sup>7</sup>, while the environmental and sustainability SDGs (7, 12, 13, 14, 15) have the lowest allocations.** Figure 4 shows the aggregate estimates for expenditure and personnel by SDG, based on the estimates by each entity for their expenditures and personnel on each of the SDGs. SDGs 2, 3 and 16 account for 19%, 17.5% and 12.5% of total expenditure, respectively. These three SDGs also account for the greatest numbers of personnel (except for SDG 4, which includes over 24,000 teachers employed by UNRWA). The first six SDGs, the ones which overlap with most of the MDGs, account for 52% of expenditure. By contrast, the five environment and sustainability SDGs (7, 12, 13, 14, 15) collectively account for less than 7% of expenditures.

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<sup>7</sup> Note that some entities used their estimates for the distribution of expenditure across SDGs and functions to calculate the distribution of personnel across the SDGs and functions, so these estimates are not independent for those cases.

Figure 2: Relevant SDGs by UNDS entity.

(a) SDGs selected in survey responses



(b) SDGs identified from review of strategic documents (and validated by entities)

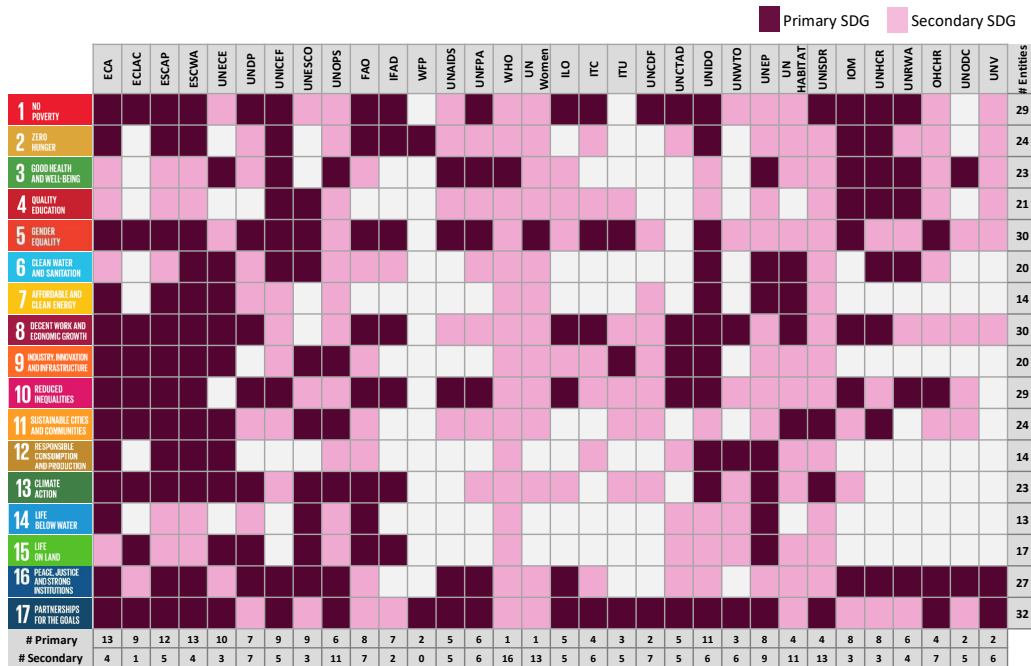


Figure 3: Number of targets selected by UNDS entities in survey responses.

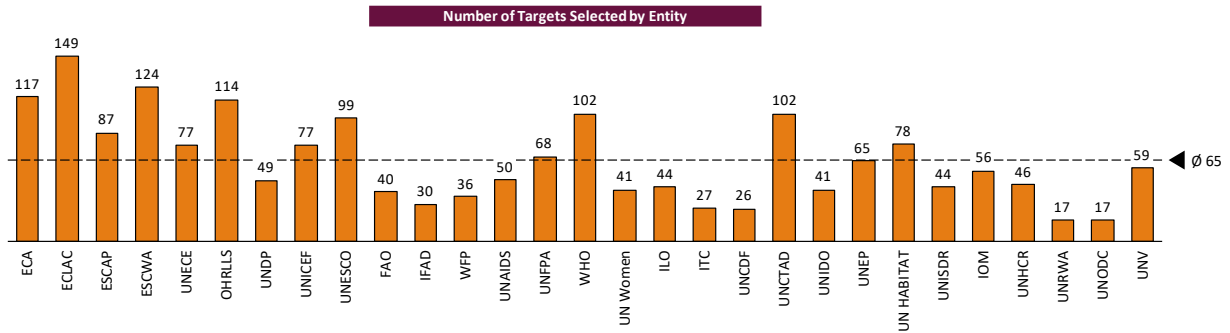


Figure 4: Estimated expenditure and personnel by SDG, from UNDS survey responses.





**Most entities have expenditure and personnel against many of the SDGs.** The average number of SDGs to which entities allocated expenditure was 12, or 71% of the 17 SDGs, and all five Regional Commissions – as well as UNEP and UNESCO – allocated expenditure to all 17 SDGs. Only two of 29 entities – UNISDR and WFP – allocated expenditure to fewer than five SDGs<sup>8</sup>.

**However, for most SDGs, the majority of expenditure and personnel comes from a few UNDS entities, and many entities make small contributions (measured in expenditure or personnel terms) to many SDGs.** Figure 5 shows, for each SDG, the top three entities by expenditure and personnel, and the percentage of total expenditure and personnel by SDG accounted for by those entities. On average, the top three entities account for 75% of expenditures and for 72% of personnel capacity dedicated to a given SDG. (For most but not all SDGs, the top three entities in expenditure are the same as the top three for personnel.) Figure 6 shows the estimated expenditure and personnel numbers by SDG for each UNDS entity. There are few instances where an SDG receives more than USD 100 million and/or more than 200 personnel from an individual entity. There are many cases where the estimated level of capacity deployed by an entity to an SDG is quite small, even for cases where SDGs have been identified as primary or secondary priorities for the entity.

**Figure 5: Top entities by expenditure and personnel for each SDG, based on analysis of estimates from UNDS survey data.**

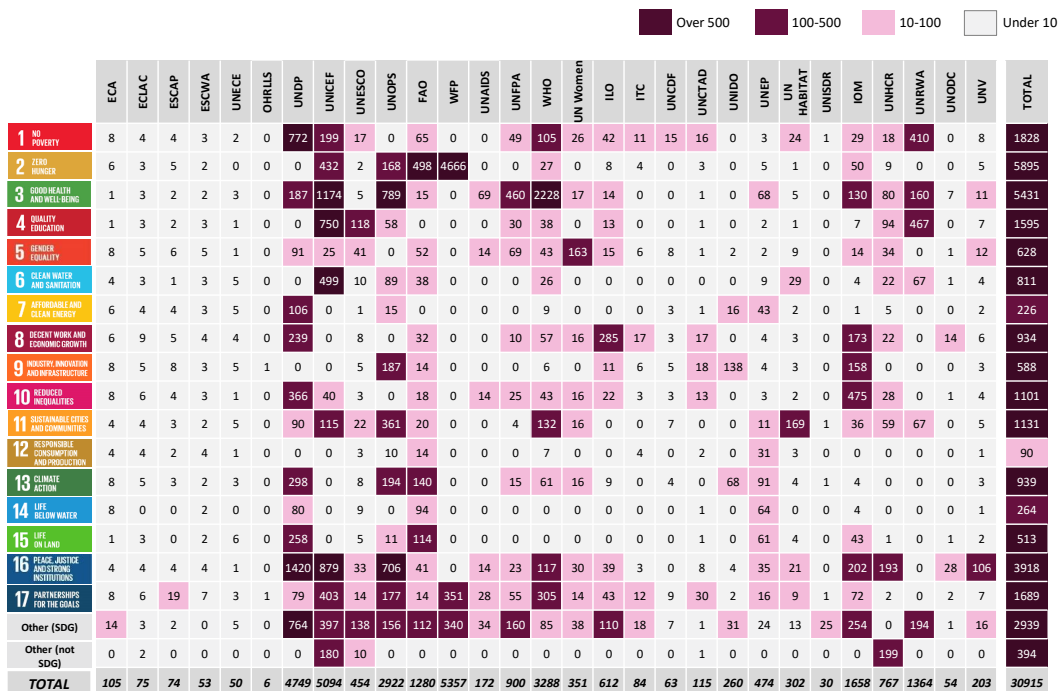
	Total Expenditure (USD millions)	Total Personnel	Top 3 Entities by Expenditure (in descending order)	Top 3 Entities by Personnel (in descending order)	% of Total Expenditure Accounted for by Top 3 Entities	% of Total personnel Accounted for by Top 3 Entities
<b>1</b> NO POVERTY	1,828	6,475	UNDP, UNRWA, UNICEF	UNDP, UNRWA, UNICEF	76%	69%
<b>2</b> ZERO HUNGER	5,895	8,918	WFP, FAO, UNICEF	WFP, UNICEF, FAO	95%	88%
<b>3</b> GOOD HEALTH AND WELL-BEING	5,431	17,346	WHO, UNICEF, UNOPS	WHO, UNWRA, UNOPS	77%	67%
<b>4</b> QUALITY EDUCATION	1,595	26,901	UNICEF, UNRWA, UNESCO	UNWRA, UNICEF, UNESCO	84%	98%
<b>5</b> GENDER EQUALITY	628	2,992	UN Women, UNDP, UNFPA	UN Women, UNICEF, UNDP	51%	59%
<b>6</b> CLEAN WATER AND SANITATION	811	3,345	UNICEF, UNOPS, UNRWA	UNRWA, UNICEF, UNOPS	81%	86%
<b>7</b> AFFORDABLE AND CLEAN ENERGY	226	1,197	UNDP, UNEP, UNIDO	UNIDO, UNDP, UNEP	73%	72%
<b>8</b> DECENT WORK AND ECONOMIC GROWTH	934	4,251	ILO, UNDP, IOM	ILO, IOM, UNDP	75%	73%
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	588	3,135	UNOPS, IOM, UNIDO	UNIDO, IOM, UNOPS	82%	83%
<b>10</b> REDUCED INEQUALITIES	1,101	5,357	IOM, UNDP, WHO	IOM, UNDP, UNIDO	80%	78%
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES	1,131	4,002	UNOPS, UN Habitat, WHO	UN Habitat, UNOPS, UNRWA	58%	64%
<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION	90	411	UNEP, FAO, UNOPS	UN Habitat, WHO, UNEP	60%	49%
<b>13</b> CLIMATE ACTION	939	2,981	UNDP, UNOPS, FAO	UNDP, UNIDO, UNOPS	69%	66%
<b>14</b> LIFE BELOW WATER	264	831	FAO, UNDP, UNEP	UNDP, FAO, UNEP	90%	76%
<b>15</b> LIFE ON LAND	513	1,621	UNDP, FAO, UNEP	UNDP, IOM, FAO	85%	81%
<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS	3,918	10,447	UNDP, UNICEF, UNOPS	UNDP, UNOPS, UNICEF	77%	70%
<b>17</b> PARTNERSHIPS FOR THE GOALS	1,689	3,486	UNICEF, WFP, WHO	UNOPS, WFP, IOM	63%	40%

<sup>8</sup> Though both entities allocated expenditure to fewer than five SDGs, both emphasized that their work affects a greater number of SDGs. While UNISDR only allocated expenditure to four SDGs, it sees resilience as a cross-cutting theme affecting all SDGs. While WFP only allocated expenditure to two SDGs, it sees its work as affecting most of the other SDGs. The same is true for other entities, many of whom allocated expenditure to fewer SDGs than they selected.

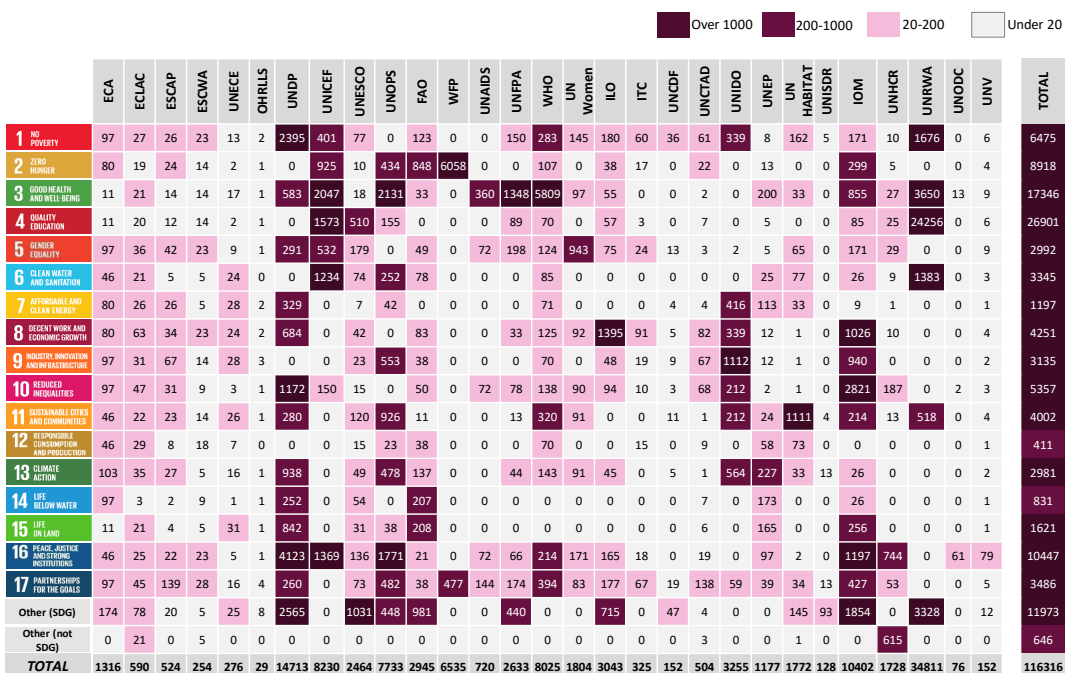
System-Wide Outline of Functions and Capacities of the UN Development System

Figure 6: Expenditure and personnel by SDG and entity, from UNDS survey estimates.

(a) Expenditure by SDG and entity (USD millions)



(b) Personnel by SDG and entity<sup>9</sup>



<sup>9</sup> Note that these data exclude 8,779 personnel from UNICEF, being operations/support, partnerships and management personnel who could not be allocated across SDGs; note that the total number of personnel in these charts do not necessarily represent the total number of posts.

Expenditure and, to a somewhat lesser extent, personnel are heavily concentrated at the country level, as compared to regional and HQ levels; differences between SDGs appear to be determined by total level of resourcing and probably also by the business models of the most relevant UNDS entities for the given SDG. As shown in Figure 7, an average of 79% of total expenditure for this analysis is allocated to the country level, with 10% at regional level and 11% at HQ level. For personnel, if UNRWA is excluded as a special case, the distribution of personnel is 66% at country level, 17% at regional level and 17% at country level. (Note that some entities, specified in the figure, are not included in this analysis because they were unable to provide expenditure and personnel data by SDG at HQ/regional/country levels.) There are differences between SDGs, and these seem to reflect in part the HQ vs. field focus on the operating models of the most important UNDS entities for each SDG. SDGs 9 and 12 have the lowest shares of expenditure and personnel at country level; they are among the least resourced SDGs.

Figure 7: Estimated expenditure and personnel by SDG and by level, derived from UNDS survey responses.










## B.2. Expenditures and Personnel by Function

**Analysis of expenditures and personnel by function showcase the different roles played by UNDS entities in support of the 2030 Agenda, and their capacities to perform different roles.** This outline uses eight functions, described in Figure 8. Five are based on paragraph 21 of the QCPR Resolution A/RES/71/243: integrated normative support; integrated evidence-based policy advice and thought-leadership, comprehensive and disaggregated data collection and analysis, capacity development and technical assistance, and convening of stakeholders across constituencies. One function was from the Secretary-General’s Report on the QCPR, namely direct support and service delivery. Two other functions were added, namely support functions, and other functions.

**Most UNDS entities perform most functions.** Figure 9 portrays the functions reported as primary or secondary roles<sup>10</sup> for each UNDS entity. Almost every entity selected all of the first five functions. Direct support and service delivery was selected by fewer entities; nevertheless, 25 entities reported it as a function they play, and 15 of those listed it as a priority function.

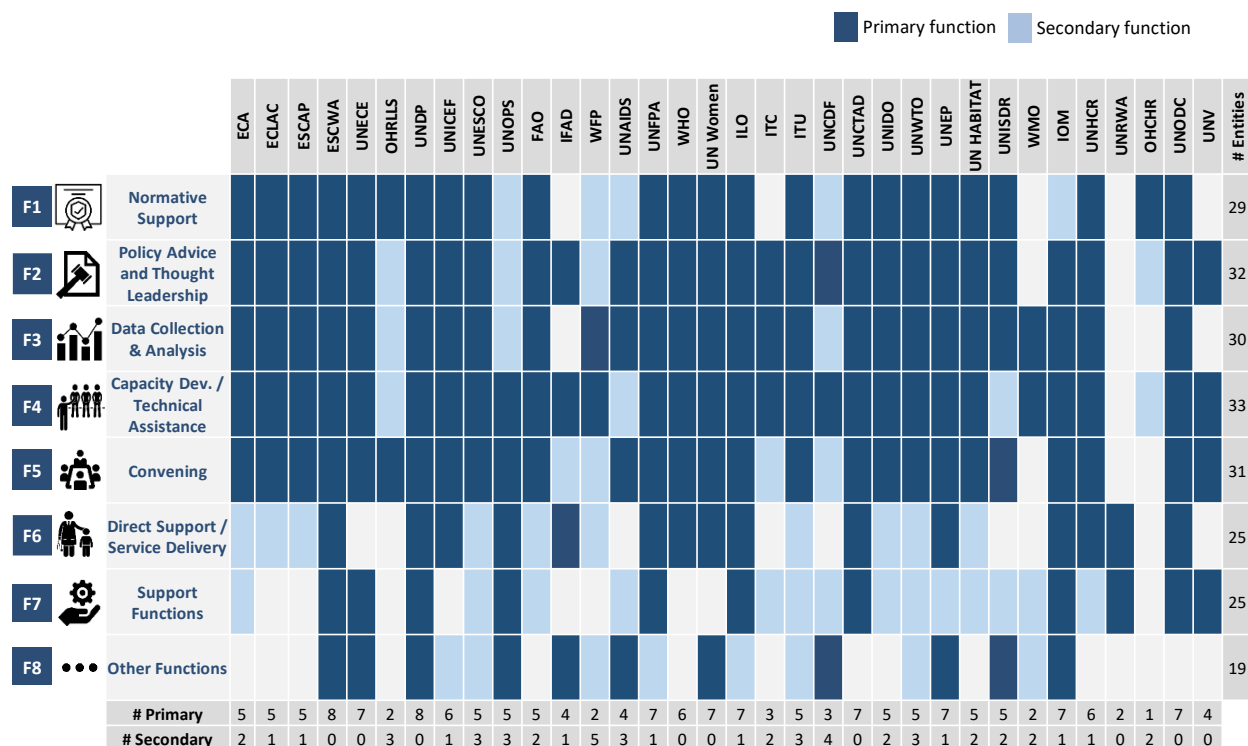
**Figure 8: Definitions of functions.**<sup>11</sup>

Icon	Functions in survey	Definition for purpose of survey	Map to QCPR
F1 	<b>Integrated normative support</b> for implementation, monitoring and reporting on global agreements, norms and standards	Assist countries to comply with and implement international treaties and agreements, norms and standards, etc. in the context of operational activities for development	QCPR Resolution OP 21 (b)
F2 	<b>Integrated, evidence-based policy advice and thought-leadership</b> , to support the efforts of countries to embed SDGs into national & local plans & budgets	Provide evidence-based and, where appropriate, integrated policy advice to help countries implement and report on their work on the 2030 Agenda, particularly by mainstreaming the SDGs into national plans, policies and budgets	QCPR Resolution OP 21 (a)
F3 	<b>Comprehensive and disaggregated data collection and analysis</b> to inform evidence-based, context-specific & inclusive policy choices	Help governments or other actors strengthen their statistical capacities, to collect, analyse, and increase the availability of high-quality, timely and reliable data disaggregated by income, sex, age, race, ethnicity, geographic location or other characteristics, and utilize these national capacities in UN operational activities for development	QCPR Resolution OP 21 (c)
F4 	<b>Capacity development and technical assistance</b>	Support the building, development and strengthening of national capacities to achieve then 2030 Agenda, through capacity development and technical assistance to governments or other actors for planning, management and evaluation, which could include training, learning-focused workshops, expert content advice, etc.	QCPR Resolution OP 21 first sentence and (c)
F5 	<b>Convening of stakeholders across constituencies</b> , leveraging of partnerships and facilitating knowledge-sharing & South-South & triangular cooperation	Help governments or other actors to leverage existing partnerships; support technical and scientific cooperation, North-South, South-South and triangular, regional and international cooperation (for science, technology, innovation and knowledge-sharing); including one-off events, digital or in-person networks, conferences, working groups, consortia, etc.	QCPR Resolution OP 21 (d) and (e)
F6 	<b>Direct support and service delivery</b> , particularly in countries in special situations, such as those affected by conflict, displacement and disasters	Help governments or other actors directly deliver or implement programs; serve in program management capacity for funding to governments or other actors	Secretary-General’s Report on the QCPR
F7 	<b>Support functions</b> such as operations or management	Support the programmatic work of the entity, including but not limited to finance, procurement, human resources, legal, facilities, ICT, and other administrative services	
F8 	<b>Other functions</b> (including coordination)	Any other functions undertaken by the entity that do not fall into the other categories; include coordination and support to the UN system in this category	

<sup>10</sup> The classification of prioritized functions by entity is based on survey data. For each SDG, entities were asked to classify each function as top priority or secondary priority. For this analysis, functions are classified as primary functions if they were marked as top priority for a majority of SDGs. For entities that did not provide survey data, the analysis draws from the review of strategic and planning documents.

<sup>11</sup> To make functions more clearly exclusive, the survey specified that all activities related to normative support were to be classified under F1 and all activities related to data collection and analysis were to be classified under F3, including activities that could be considered as policy advice, technical assistance, convening or direct support.

Figure 9: Relevant functions by UNDS entity.

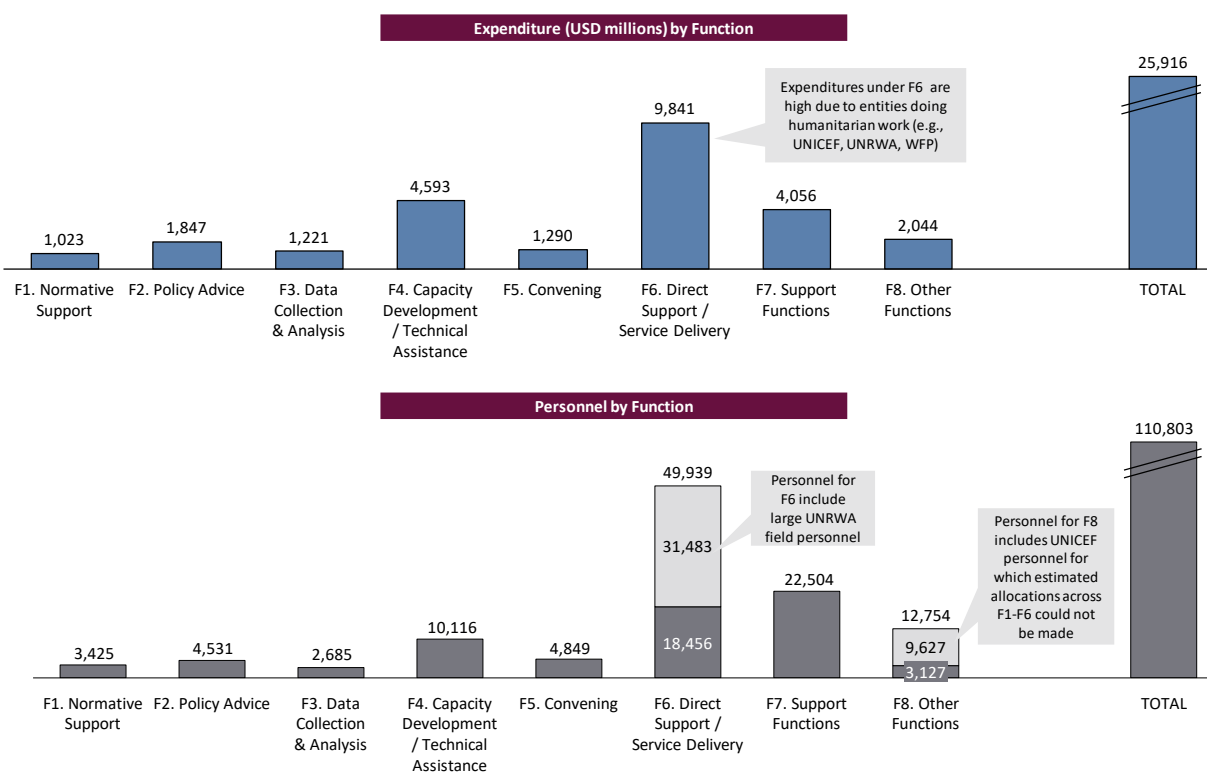


**Direct support and service delivery accounts for the largest shares of expenditure and personnel.** As shown in Figure 10, direct support and service delivery accounts for 38% of total expenditure, or 50% of expenditure on “programmatic” functions (i.e., excluding support functions and other functions), and for 45% of total personnel. This is driven in large part by humanitarian work and direct service provision carried out by WFP, UNICEF and UNRWA, and by program management and implementation work carried out by UNDP and UNOPS.

**Capacity development and technical assistance is the next most important programmatic function.** Capacity development and technical assistance receives 18% of total expenditure, or 23% of expenditure on programmatic functions. This function accounts for 46% of expenditures across the first five functions, i.e., excluding direct support and service delivery. By contrast, resources devoted to normative support, policy advice, data collection and analysis, and convening are modest; they account respectively for 4%, 7%, 5% and 5% of total expenditures.

**Normative support, policy advice, data collection and analysis, and convening account for comparatively little expenditure and personnel.** The three functions collectively account for 21% of total expenditure: normative support accounts for 4%, policy advice for 5%, data collection and analysis for 7%, and convening for 5%.

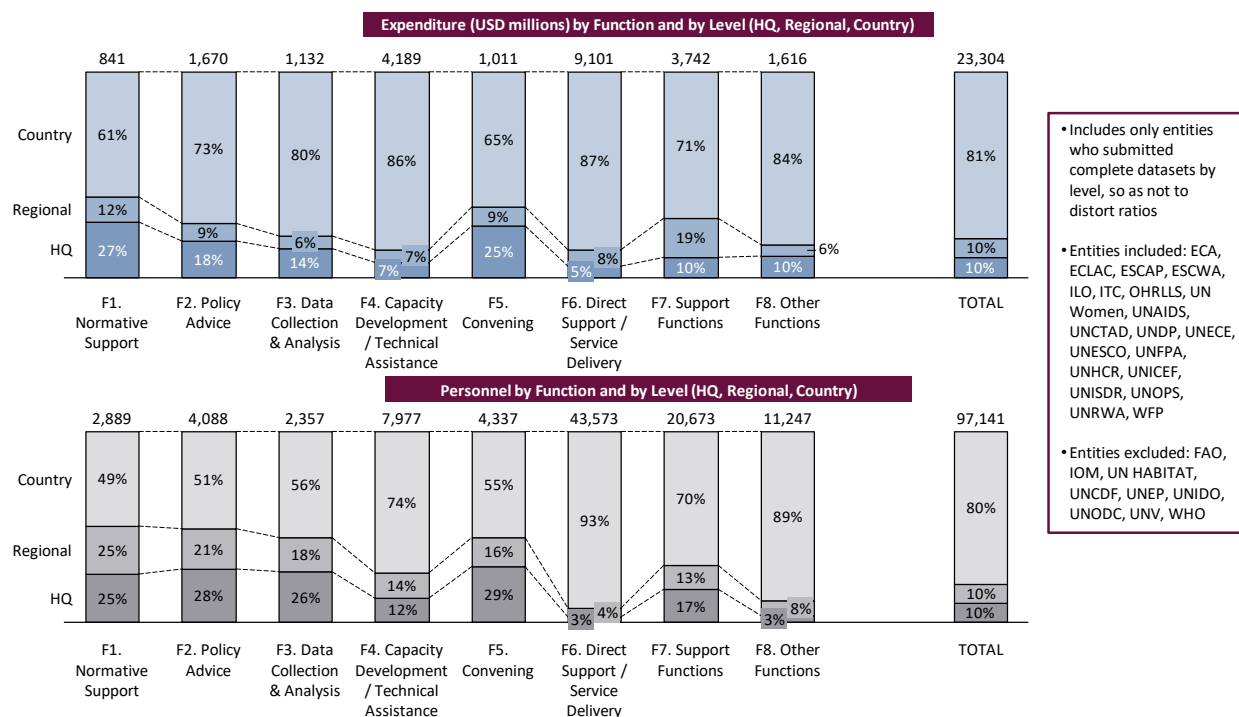
Figure 10: Estimated expenditure and personnel by function, from UNDS survey responses.<sup>12</sup>



Perhaps unsurprisingly, capacity development and direct support are the most country-focused functions, and normative work has the highest proportion at HQ and regional levels. Figure 11 depicts the allocation of expenditure and personnel by function and by level. Reflecting the overall split of expenditure and personnel between levels, all functions have a majority of expenditure and personnel at the country level. The distribution by level is different for different functions. Capacity development and technical assistance has 86% of expenditure and 74% of personnel at country level, and direct support and service delivery has 87% of expenditure and 93% of personnel at country level. By contrast, the normative support and convening functions are weighted more towards the HQ and regional levels: for example, normative support has 50% of personnel at HQ/regional levels and 50% at country level.

<sup>12</sup> Note that these data exclude FAO, UNIDO and WHO, which were unable to report on expenditures and personnel by function. For this reason, the totals shown in Figure 10 are lower than those in Figure 4.

**Figure 11: Estimated expenditure and personnel by function and by level, from UNDS survey responses.**<sup>13</sup>



### B.3. Expenditures and Personnel by SDG and Function

Analysis of expenditures and personnel for each SDG/function combination completes the portrait of UNDS capacities in terms of expenditure and personnel. The results of this analysis, which assumes that each entity has the same mix of functions for all SDGs on which it works, are shown in Figure 12.

The analysis reveals significant variation by SDG in the functions performed by UNDS entities, though expenditure on normative support and policy advice is comparatively minimal across many SDGs. For SDG 2, direct support and service delivery accounts for 58% of expenditure, followed by capacity development and technical assistance, which accounts for only 12%. For SDG 3, direct support and service delivery accounts for only 33% of expenditure, while capacity development and technical assistance accounts for 16%. For SDG 16, the split across these two functions is relatively even – direct support and service delivery accounts for 23% of expenditure and capacity development and technical assistance accounts for 25% – while support functions account for 18%. Across SDGs, expenditure on normative support and policy advice is comparatively minimal: only for SDGs 5, 7, 8, 12 and 14 do combined resources for these two functions account for more than 20% of total expenditure by SDG.

<sup>13</sup> Note that these data exclude FAO, UNIDO and WHO, which were unable to report on expenditures and personnel by function. For this reason, the totals shown in Figure 11 are lower than those in Figure 7.

Figure 12: Estimated expenditure and personnel by SDG and function, calculated from data provided in UNDS survey responses.<sup>14</sup>



<sup>14</sup> Values for this analysis were calculated by multiplying each entity's expenditures / personnel on a given SDG by the proportion of total expenditure / personnel the entity allocated to a given function, and summing across all entities for each SDG. It is assumed that the mix of functions used by a given entity is the same across all SDGs. The resulting numbers therefore reflect variation in by-entity allocations by SDG and by function; they do not capture additional variation that is likely to exist for each entity in functional breakdowns by SDG.



#### **B.4. Knowledge Resources**

**The capacity of the UN Development System is not reflected only in money and numbers of people; the expertise and knowledge of the UNDS is equally important, and this outline uses knowledge products as an indicator.** The UNDS survey asked UNDS entities to list relevant knowledge products. As noted in the methodology section, there are variations in how entities responded: some entities appear to have limited to their most important products while others appear to have included more comprehensive sets; and some entities listed all individual products separately while others grouped sets of products into single items. Despite this, the numerical analyses presented here – Figure 13 showing the breakdown of knowledge products by type and by SDG – appear to offer a fair view of the knowledge capacities of the system.

**There are a wide range of types of knowledge products, with research reports and major public reports the most commonly cited and policy papers among the least commonly cited.** Research reports are the most common knowledge product (282 products out of 1,436 total reported), followed by major public reports (220), and guidance notes (198). Program lessons learned/evaluations were the least common, however, policy papers (104) were also relatively uncommon among the mix of knowledge products reported.

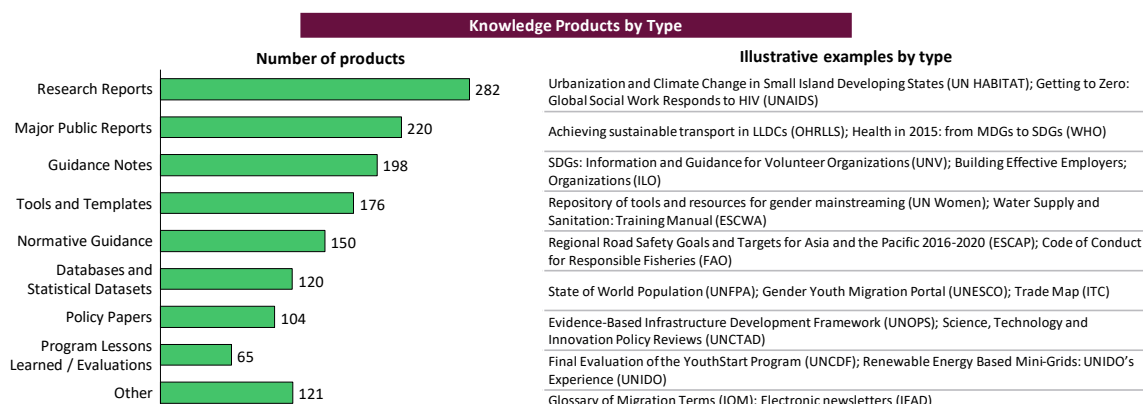
**Knowledge products focus on the full range of SDGs, with the highest number classified as covering “all SDGs,” followed by SDG 3, SDG 8 and SDG 17.** The high portion of knowledge products classified as covering all SDGs – nearly a quarter of the total – perhaps reflects the interlinked nature of the SDGs.

**The high number of knowledge products classified as covering SDG 8 and SDG 17 also suggests there is additional capacity in these areas.** While SDG 3 is among the highest in terms of both allocations of expenditure and personnel and number of knowledge products, SDG 8 and SDG 17 have medium levels of expenditure and personnel but have the second and third highest numbers of knowledge products for individual SDGs. This may suggest additional existing capacity on these SDGs that is not fully apparent from the analyses of expenditure and personnel.

**UNDS entities report 120 different databases and datasets.** Entities with their own statistical units include all Regional Commissions, FAO, ILO, IOM, ITC, ITU, UNESCO, UNEP, UNDP, UNCTAD, UNDP, UNFPA, UN HABITAT, UNHCR, UNIDO, UNICEF, UN Women, UNTWO, WFP, WHO, and WMO. Figure 14 provides an overview of reported statistical databases for several UNDS entities.

**These datasets – and knowledge products more broadly – also showcase additional system-wide capacity that is not fully captured by analysis of each entity’s expenditure and personnel.** For example, UNDP’s *Human Development Report* and UNFPA’s population statistics are both used by other UNDS entities and beyond the system, reinforcing work across SDGs and across functions.

Figure 13: Types and examples of knowledge products reported in the UNDS survey.



Note: "Other" accounts for knowledge products which entities considered outside of the range of categories provided, and for which entities did not select any category.

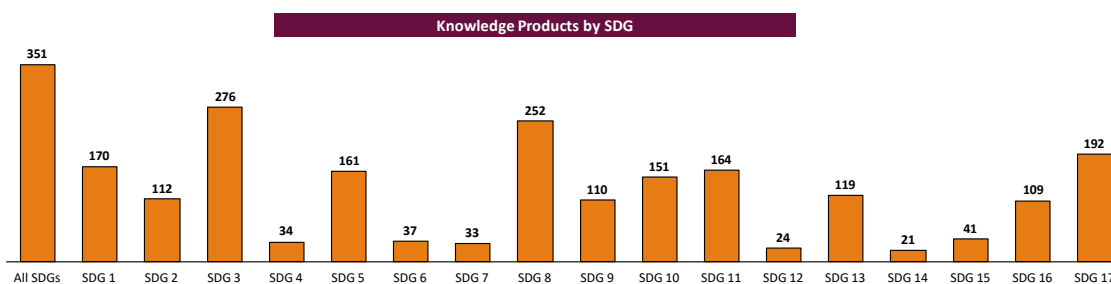


Figure 14: Examples of UNDS databases and statistical units.<sup>15</sup>

Entity	Name of statistical unit	Number of databases reported	Example
ECA	African Centre for Statistics	4	ECA statistical database (StatBase)
	All five sub-regional offices	1	Country profiles
ECLAC	Statistical and other sub-programmes	7	CEPALSTAT
ESCAP	The Statistics Division	9	CAPSA Statistical Database
ESCWA	The Statistics Division	4	Second Report of the MDG+ Initiative (2016)
FAO	FAO Statistics division	8	Food Price Monitoring and Analysis
ILO	Department of Statistics	16	Social Security Inquiry Database
ITC	Specific division not indicated	7	Sustainability Exchange Platform
UNAIDS	Specific division not indicated	3	AIDSinfo Online Database
UNECE	Statistical and other sub-programmes	8	ECE Macroeconomic Database
UNHCR	Field Information Coordination Support Section	3	Standardized Refugee Registration Data (ProGres Database)
UNCTAD	UNCTADStat (data produced in partnership with ITC and WTO)	9	International trade in goods and services

Entity	Statistical unit (SU)	Number of databases reported	Example
UNEP	Specific division not indicated	4	Environmental Rights Database
UNESCO	Institute for Statistics	3	Cross-nationally comparable data on education
UNFPA	Specific division not indicated	2	Africa Youth and Adolescents Dashboard
UN HABITAT	Global Urban Observatory	4	Urban Lex (urban law database)
UNICEF	UNICEF Data	5	UNICEF Data website: data.unicef.org
UNIDO	Specific division not indicated	3	INDSTAT4 - Industrial Statistics Database
UNISDR	Specific division not indicated	-	International Disaster Database
UN Women	Specific division not indicated	2	Global Database on Violence against Women and UN Women Global Database on Gender and Constitutions

<sup>15</sup> Includes all information provided by entities in survey submissions and in comments, supplemented by additional research on the websites of UNDS entities and the UN Statistics Division. Nevertheless, it is likely that this table is not completely exhaustive.

## **B.5. Inter-Agency Approaches**

**The capacity of the UN Development System is determined not only by the capacity of individual entities but also by its ability to act as a system** in support of national governments and others.

**UNDS entities engage in joint planning at country level, but the degree of integration is limited in many cases.** Almost all countries now have UN Development Assistance Frameworks, through which the UNDS in a country agrees on objectives for its assistance with the national government. The 2016 UN DESA Survey of Programme Country Governments found that 92% of governments strongly agree or somewhat agree that UNDAFs have enabled the government to ensure that the UN's activities are closely aligned with the countries' national plans and strategies. However, in interviews, many entities indicated that UNDAFs often serve mainly as a framework to capture the current work and future plans of the members of the UN Country Team, rather than to drive the work of agencies and entities from a commonly agreed strategy and set of priorities. Some countries go beyond "regular" UNDAFs: 8 have Integrated Strategic Frameworks (sometimes called "UNDAF+") and some others have One Plan/Programs which provide more detail on planned programs and activities.

**Joint programs are limited, in large measure due to funding.** Only 6% of non-core earmarked funding is delivered jointly by multiple UNDS entities – made up of One UN Funds (<1%), Multi-Donor Trust Funds (4%) and Joint Programs (2%)<sup>16</sup>. Of course, donor choices are the main determinant of the amount of joint programming – considering that 81% of all funding is now non-core<sup>17</sup>. But the UNDS can influence matters to some extent, through how individual UNDS entities choose to fundraise, and also through UNGD rules, in particular the requirement that multi-donor trust funds must have at least USD 5 million per year and that joint programs must have at least USD 1 million per participating UN organization<sup>18</sup>. One notable exception to the predominance of non-core and single-entity funding is UNAIDS, which drives a relatively coordinated approach on HIV/AIDS through the UNAIDS' Unified Budget, Results and Accountability Framework (UNBRAf) and which receives 89% of its funding as core resources<sup>19</sup>.

**UNDS entities engage in joint knowledge creation, but most knowledge work is still done on a single entity basis – despite the interdependencies between many of the SDGs.** Of the major public reports cited by UNDS entities in the survey, whose authorship could be determined through desk research, 21% were produced by two or more entities and 79% were produced by a single entity. The portion of major reports produced jointly varies by SDG, as shown in Figure 15: 75% of major reports on SDG 6 were

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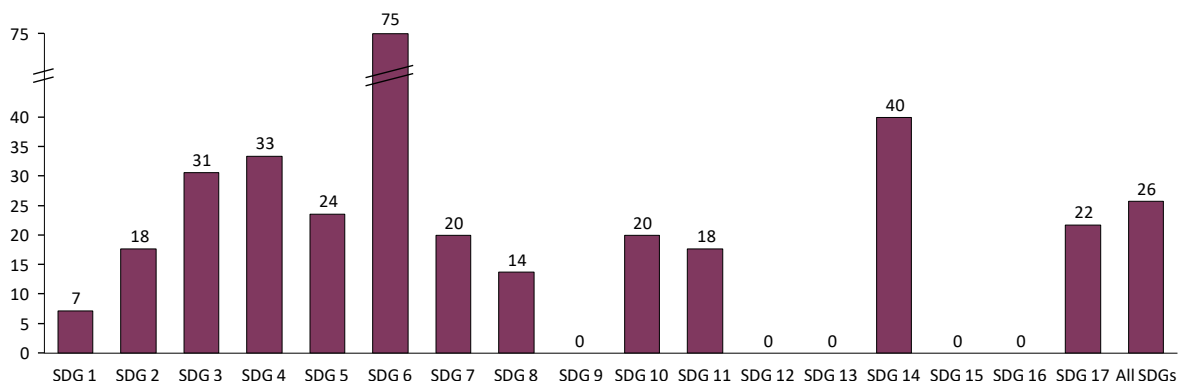
<sup>16</sup> "Report of the Secretary General: Implementation of General Assembly Resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR): Funding analysis" (December 2016)

<sup>17</sup> "Core resources are those that are not earmarked and that are commingled without restrictions. Their allocation and use are directly linked to the multilateral mandates and strategic plan priorities of entities as legislated by their governing bodies. By contrast, and as determined by the contributors, non-core resources are earmarked and thus restricted with regard to their allocation and application. Accordingly, there is not necessarily a direct link between activities financed by non-core resources and the multilateral mandates and strategic plan priorities legislated by governing bodies." General Assembly Resolution A/72/61-E/2017/4, "Implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system: funding analysis" (28 December 2016)

<sup>18</sup> UN Development Group, "The Role of UN Pooled Financing Mechanisms to deliver the 2030 Sustainable Development Agenda" (March 2016)

<sup>19</sup> UNAIDS Programme Coordinating Board, Financial Report and Audited Financial Statements (2015).

**Figure 15: Share of major public reports, cited in the UNDS survey, which were produced jointly by two or more UNDS entities.**



Note: (1) Percentages are out of the total reports analyzed by SDG. (2) Identified joint reports include but are not limited to: reports published/written by more than one UNDS entity; reports signed by the Secretary-General; outcome documents for joint programs; and reports by a third party with contributions from UNDS entities. (3) Reports that did not have an accessible link, citation or reference were not included since authorship could not be validated. Annual or recurring reports were counted as a single report.

produced jointly while none of the major reports specific to SDGs 9, 12, 13, 15 or 16 were produced jointly; 26% of major reports which addressed all SDGs were produced jointly by two or more UNDS entities.

**Currently, the UNDS has relatively loose coordination mechanisms and consensus-based decision-making processes at global, regional and country levels.**

- At the global level, coordination is driven by the Chief Executives Board (CEB), the High-Level Committee on Programmes (promotes policy coherence and system-wide cooperation and knowledge sharing in program areas), the High-Level Committee on Management (develops administrative management reforms to improve efficiency and simplify business practices)<sup>20</sup>, and the UN Development Group (UNDG, coordinates UN operational activities at the country level). The UNDG is supported by the UN Development Coordination Office (UN DOCO)<sup>21</sup> – which acts as the Secretariat for the UNDG and provides assistance to regional and country teams – and by UNDP – which hosts the Resident Coordinator (RC) system<sup>22</sup>.
- At regional level, coordination is driven by regional UNDG teams (provide leadership, strategic guidance, and support to RCs and to UN Country Teams, UNCTs) and by the Regional Coordination Mechanisms (RCMs) of the Regional Commissions (host inter-agency meetings focused on

<sup>20</sup> UN System, “Chief Executives Board for Coordination”, [unsystem.org](http://unsystem.org).

<sup>21</sup> Other UN DOCO functions include: strategic analysis and planning; oversight of the UN country programming cycle; representation and support of UN Secretariat and UN agencies/non-resident agencies; support to national coordination systems and processes; development and management of shared operational support services; crisis management and preparedness response; external communication and advocacy; human rights and development; joint resource mobilization and fund management; and general UNCT oversight and management.

<sup>22</sup> RES/32/197 (1977); [undg.org](http://undg.org).

## *System-Wide Outline of Functions and Capacities of the UN Development System*

improving coordination among the work programs of the organizations of the UN system in each region).<sup>23</sup>

- At country level, coordination is driven by RCs and UNCTs, who between them perform ten key functions: strategic analysis; oversight of UN country programming; representation of non-resident agencies; support to national coordination; shared operational support services; crisis management; external communication and advocacy; human rights; joint resource mobilization; and general UNCT oversight.<sup>24</sup>

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<sup>23</sup> RES/32/197 (1977); undg.org.

<sup>24</sup> UNDG, "Review of Funding Modalities in Support of the Resident Coordinator System" (May 2013).

## **C. Observations on Gaps and Overlaps**

**The outline of functions and capacities, supplemented by interviews with UNDS entities, reveals several gaps and overlaps.** Gaps are apparent both in the coverage of the 2030 Agenda by the UNDS and in the System’s ability to deliver on key functions. The outline also highlights several areas where the work of different UNDS entities overlap. In many areas of overlap, the relevant UNDS are already successfully coordinating their efforts today, with each entity bringing its particular expertise and perspective to joint efforts; in some areas, there are opportunities to create or to expand such synergies. There are also some areas of overlap where UNDS entities ought to define their respective roles more clearly, which are opportunities for improved efficiency.

**This report focuses on gaps and overlaps with system-wide significance.** It does not aim to document all gaps, and it does not explore if there are gaps in the coverage of topics within a single SDG, or in a particular region or country. Some such gaps may relate to a single UNDS entity and its ability to deliver on its strategic objectives. Similarly, the report presents the most important overlaps, on large and important areas of work, affecting delivery across many countries; there are likely many other, smaller overlaps – requiring synergistic coordination or efficiency through better division of labour – for specific topics in specific countries. The methods used for this report only produced information and data relevant to looking for the most important system-wide gaps and overlaps.

**Before turning attention to the gaps and overlaps, it is worth reflecting briefly on the successes of the UN Development System – in order not to lose sight of the value of the UN’s development activities when focusing on its shortcomings and areas for improvement.** Over the past couple of decades, there has been significant progress made on many areas relevant to the SDGs, at least in part due to the leadership and work of the UNDS. Extreme poverty rates have halved in the past 20 years, and the number of hungry people has decreased by 173 million since 1990. The likelihood of a child dying before age five has been nearly halved, and maternal mortality dropped by 45% between 1990 and 2013. Antiretroviral therapy for HIV-infected people has saved 6.6 million lives since 1995; new malaria interventions avoided an estimated 3.3 million deaths between 2000 and 2012; and efforts to fight tuberculosis saved an estimated 22 million lives since 1995.<sup>25</sup> Figure 16 maps these and other measures of progress on MDG-related outcomes to the SDGs; it also serves to highlight how in areas beyond the MDGs, the world achieved progress in some areas but saw deteriorations in other areas, such as economic growth rates in least developed countries, global fish stocks and the share of human trafficking victims who are children.

**The UNDS has a vital role to play in achieving the SDGs, as a trusted partner to national governments and partners.** In response to the QCPR Monitoring Survey of Programme Country Governments in 2015, some of whose results are shown in Figure 17, over 90% of surveyed governments reported that the UN is “trusted by national partners,” able to “provide expertise in a wide range of subject areas,” and an “advocate for international norms and standards”.

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<sup>25</sup> The Millennium Development Goals Report (2015); The Sustainable Development Goals Report (2016).

Figure 16: Mapping of MDG-related outcomes to the SDGs.<sup>26</sup>

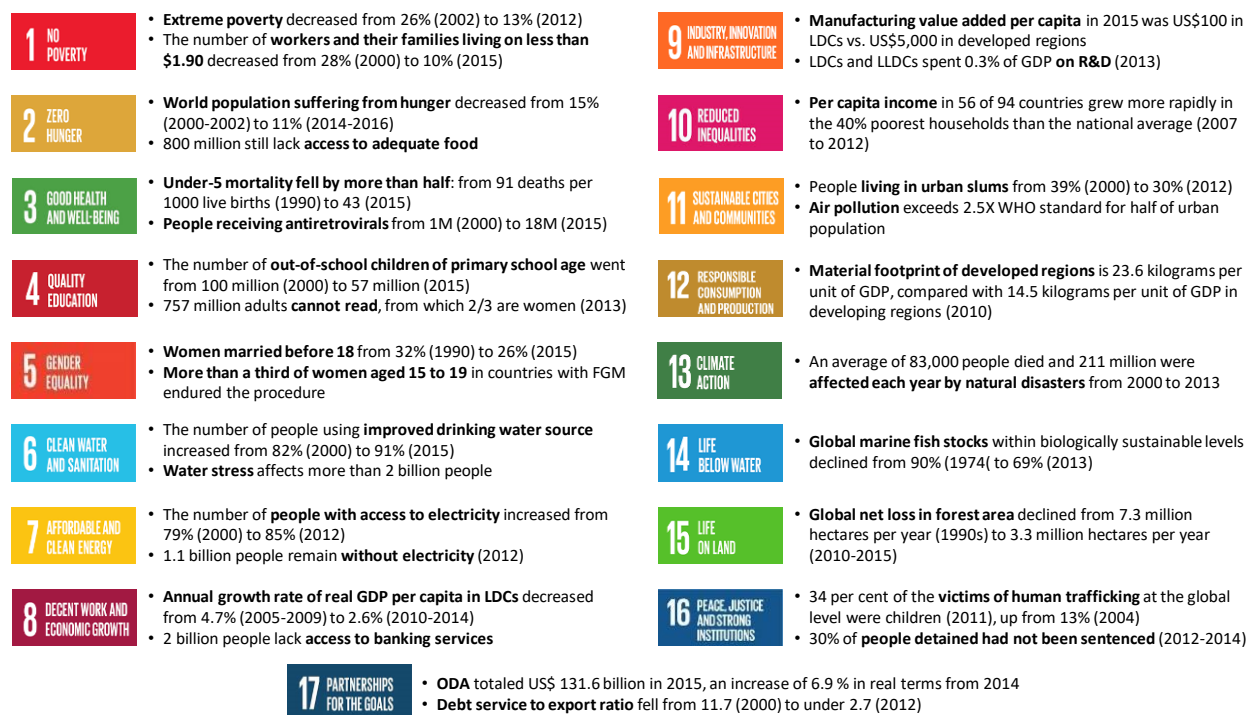
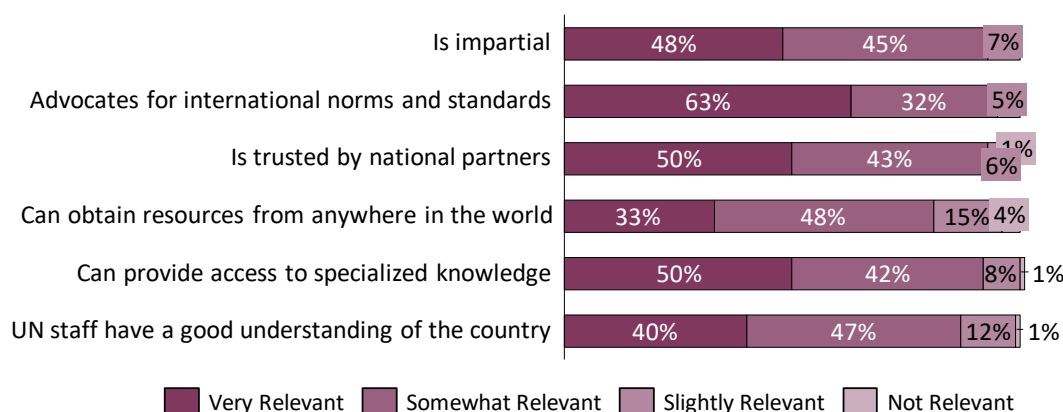


Figure 17: Governments' perception of relevance of attributes of the UN System.<sup>27</sup>



<sup>26</sup> The Millennium Development Goals Report (2015); The Sustainable Development Goals Report (2016).

<sup>27</sup> "Development Cooperation Policy Branch Office for ECOSC Support and Coordination, UN Department of Economic and Social Affairs, "Report on QCPR Monitoring Survey of Programme Country Governments in 2015" (January 2016); figure reproduced by Dalberg.

### C.1. Gaps in Coverage of SDGs

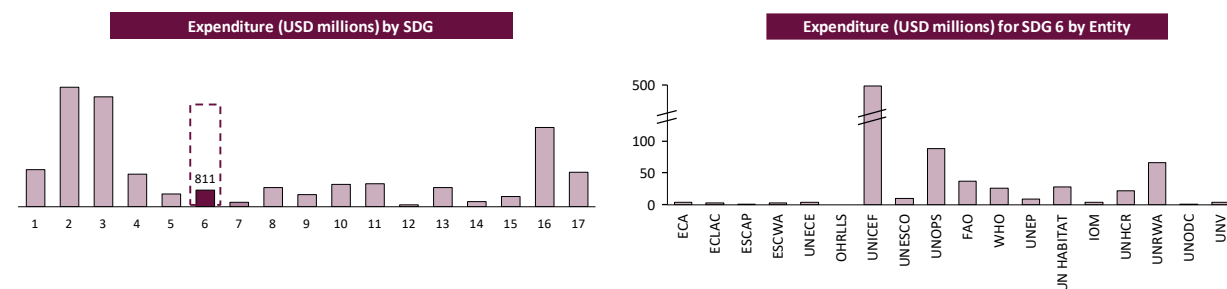
The outline of UNDS functions and capacities reveals several thematic areas tied to specific SDGs on which there appear to be gaps in the current activities of UNDS entities:

- Water and sanitation (SDG 6);
- Affordable and clean energy (SDG 7);
- Industry and infrastructure (SDG 9);
- Sustainable consumption and production (SDG 12); and
- Environmental protection (SDGs 13, 14 and 15).

Most of these gaps are associated with lower levels of expenditure reported in the UNDS survey, but they are only confirmed as gaps based on additional information gleaned from the review of strategic documents, qualitative survey responses, interviews with UNDS entities, and additional research.

**There is a gap on water – especially water resources management and water use efficiency.** UNDS entities spent USD 800 million on SDG 6 in 2016, representing 3% of total UNDS expenditure. The vast majority of these expenditures are UNICEF spending on water and sanitation<sup>28</sup>, particularly in emergency response and coordination; other aspects of the SDG, including water resources management and efficiency in use of water (especially by agriculture and industry), are under-funded. There is a clear functional gap around normative work, to which only 1% of UNDS expenditures for SDG 6 is directed. Although UN Water – created in 2003 – provides a coordination structure for UN activities, several entities note that “there are gaps in water provision: it’s not clear who’s doing this.”<sup>29</sup>

**Figure 18: Expenditure by SDG and expenditure on SDG 6 by entity, from UNDS survey.**



**Affordable and clean energy receives little attention.** SDG 7 receives less than 1% of overall expenditure on SDGs, the second lowest amount of any SDG in 2016. This expenditure, amounting to USD 226 million in total, was fragmented across 18 UNDS entities; UNDP accounts for USD 106 million, with work focusing primarily on access to energy and renewables. Multilateral development banks are the principal sources of finance for energy infrastructure, and often for technical advice as well<sup>30</sup>, so the UNDS does not need

<sup>28</sup> UNICEF, Annual Results Report, 2015, Water, Sanitation and Hygiene” (2015).

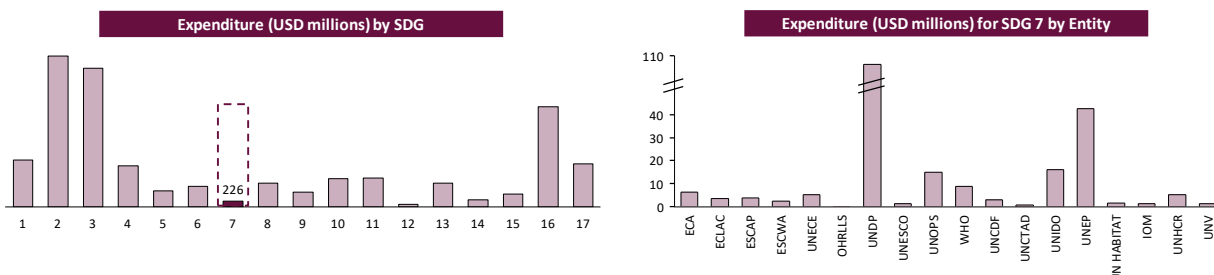
<sup>29</sup> Quote from interview with one of the UNDS entities.

<sup>30</sup> Green Growth Action Alliance (2014), International Energy Agency, “World Energy Outlook 2016,” Energy program, World Bank.



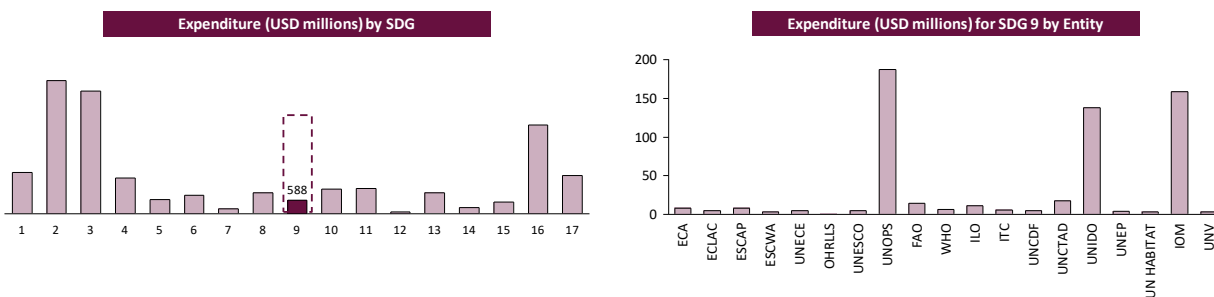
to replicate their work. However, the UNDS could dedicate more effort and resources to normative support, policy advice and data collection and analysis (which accounted for 14% of UNDS expenditures in 2016) and also to capacity development (which accounted for 26% of UNDS expenditure in 2016).

**Figure 19: Expenditure by SDG and expenditure on SDG 7 by entity, from UNDS survey.**



**Despite modest levels of expenditure on infrastructure and industrialization, there appears to be a need for more and better efforts.** Total UNDS expenditure on SDG 9 amounted to USD 588 million in 2016. In comparison, more than USD 130 billion for infrastructure investment alone, with a projected increase to over USD 400 billion in the coming years, is channeled through multilateral development banks.<sup>31</sup> UNOPS’s work on infrastructure – mainly service provision for the implementation of infrastructure projects – accounted for nearly one-third of spending on SDG 9, but even UNDS entities that allocate relatively more expenditure to infrastructure emphasize that infrastructure is under-addressed by the UN system.<sup>32</sup> Industrialization also appears to be under-resourced: UNIDO’s total reported expenditure on SDG 9 comes to less than USD 200 million. Of entities who report working on Target 9.2 on inclusive and sustainable industrialization, four out of eight were Regional Commissions, whose combined spending on SDG 9 (total) amounted to only USD 28 million.

**Figure 20: Expenditure by SDG and expenditure on SDG 9 by entity, from UNDS survey.**



**SDG 12 on sustainable consumption and production is the least well-resourced of all SDGs.** SDG 12 was allocated only USD 90 million in 2016, with spending spread across 15 UNDS entities. UNEP has the largest

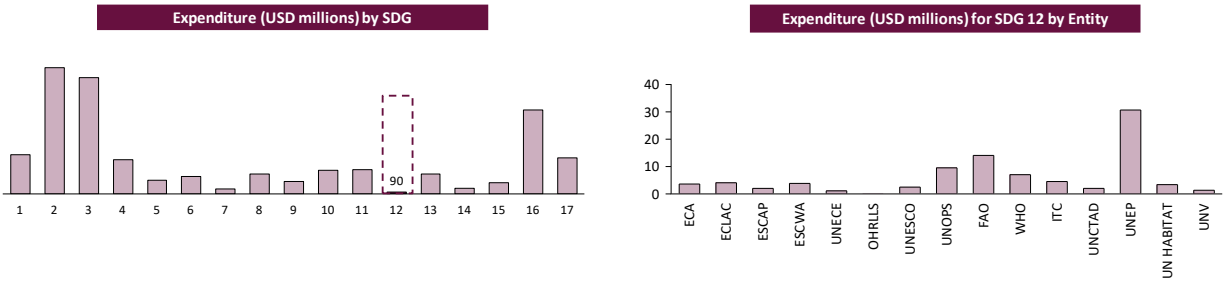
<sup>31</sup> World Bank Group, “Multilateral Development Banks” (August 2016); African Development Bank, “Infrastructure Finance”.

<sup>32</sup> Interviews with UNDS entities.

*System-Wide Outline of Functions and Capacities of the UN Development System*

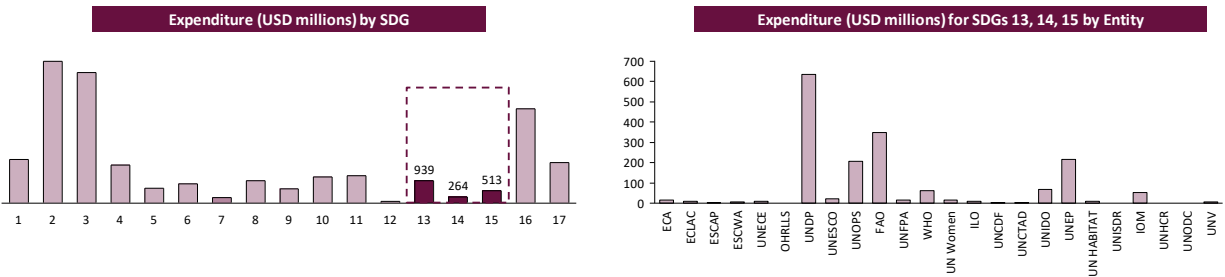
expenditure within the UNDS on SDG 12, includes sustainable consumption as a strategic objective, and serves as the Secretariat for the 10-Year Framework of Programs on sustainable consumption and production (10YFP); however, UNEP’s total expenditure on SDG 12 is only USD 31 million, or 6.5% of UNEP’s total expenditure. Sustainable consumption and production are areas where new norms and standards are likely to emerge in the coming years, and there could be an important role for the UN system to play.

**Figure 21: Expenditure by SDG and expenditure on SDG 12 by entity, from UNDS survey.**



Finally, despite system-wide recognition of its importance and significant efforts to date, there remains a gap on SDGs 13, 14 and 15. Member States rank environment and natural resources highest among the areas requiring support from the UN in the future. However, UNDS only devotes 6% of total expenditure, or USD 1.7 billion, to these SDGs. Current UNDS efforts include UNEP’s normative support and thought leadership (e.g., Global Environmental Outlook), support from UNDP in integrating agreed-upon national targets into national policies and strategies, and support from FAO on agriculture-related aspects of environmental goals (e.g., implementation of the Code for Conduct for Responsible Fisheries), and cross-entity partnerships such as the UN Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD). There is a need to scale up these kinds of efforts, and also to ensure coherence across UNDS entities given that multiple entities are involved with these SDGs.

**Figure 22: Expenditure by SDG and expenditure on SDGs 13, 14 and 15 by entity, from UNDS survey.**



## C.2. System-Wide Functional and Capacity Gaps

Alongside thematic gaps, the outline reveals several system-wide functional and capacity gaps: in providing guidance to governments on the overall 2030 Agenda; in staff skills needed; in capabilities to support countries on statistics and data for tracking the 2030 Agenda; in programming across the humanitarian-development-peace nexus; in maximizing efficiency of operations and support functions; in engagement with the private sector; in the mechanisms by which the UNDS is funded; and in collecting and using management information about the UNDS itself.<sup>33</sup>

The UNDS is not currently fully equipped to provide “whole-of-government” guidance on how to achieve the SDGs, including how to prioritize and sequence national efforts. The breadth and ambition of the 2030 Agenda means that governments cannot expect simultaneously to address all goals and targets, and probably should not spread efforts evenly across many goals and targets. The UNDS has invested significant effort already to increase support to governments through Mainstreaming Acceleration and Policy Support (MAPS) missions.<sup>34</sup> However, the current form of engagement between UNDS entities and governments – in which individual UNDS entities pursue their own focus areas with specific relevant government ministries – can undermine efforts to support “whole-of-government” approaches, as illustrated by the comments shown in Figure 23. In addition, UNDS will need to engage more with high-income countries, since they have important roles to play in achieving the 2030 Agenda.

Figure 23: Comments from UNDS entities on provision of integrated support to governments.



<sup>33</sup> Interviews, strategic review documents and the survey of UNDS entities.

<sup>34</sup> Over 100 Mainstreaming Acceleration and Policy Support (MAPS) missions have been requested, over 40 conducted, and many have received positive feedback, including in reports from the High Level Political Forum on Sustainable Development (HLPF). UNDAFs have been revised to increasingly reflect the 2030 Agenda, and a large number of countries have reported having integrated SDGs into national development plans with the support of UNCTs.

**The 2030 Agenda demands specific skillsets of UNDS staff.** Key skills needs include new or enhanced expertise in data and statistics, partnerships and joint resource mobilization, communications and advocacy, ICT, and investment/loan management. Multiple UNDS entities point to needs for deeper thematic expertise on topics core to the SDGs, including but not limited to: urban legislation, economy, planning, and design; disaster risk reduction; climate change; sustainable mobility planning and migration policy; and waste monitoring systems. Obtaining these skills may be made difficult by current gaps in effective human resources management, including decreased resources for training and professional development and persistent challenges with recruiting and retaining top talent – topics that will hopefully be addressed by the Secretary-General’s management reform.

**The UNDS needs greater capacities on statistics and data, if it is to play a central role in measuring progress towards the 2030 Agenda.** As stated by the UN Statistics Division, “a robust follow-up and review mechanism for the implementation of the new 2030 Agenda for Sustainable Development will require a solid framework of indicators and statistical data to monitor progress, inform policy and ensure accountability of all stakeholders”. Only half of the Agenda’s 232 indicators have “acceptable country coverage, agreed-upon methodologies, or both”<sup>35</sup>. There is significant ongoing work by the Inter-Agency Expert Group on SDG Indicators (IAEG-SDGs) and the High-level Group for Partnership, Coordination and Capacity-Building for statistics (HLG-PCCB) – but significant support will be required at country level to obtaining the data required to track progress.

**While the UNDS has worked to strengthen the development-humanitarian-peace nexus, there remain gaps in the system’s capacity to translate commitments into fully coordinated programming.** Progress to date has taken the form of new global commitments such as the Commitment to Action<sup>36</sup>, strategies such as OCHA’s “New Way of Working”<sup>37</sup>, and joint programs such as the joint UNEP/OCHA Environment Unit. There are notable gaps, however, around defining what success looks like in terms of clear outcome frameworks, designing programs that effectively capitalize on comparative advantages of different development, humanitarian and peace-building entities, developing tailored coordination mechanisms with limited bureaucracy (“in some contexts the machinery needs to stay apart, and, in some cases, they should be more joined-up”), and mobilizing financing for joint activities<sup>38</sup>. As one entity put it, “there needs to be a clear framework with outcomes, designed by the UN and the government that allows for clear actions”.<sup>39</sup> According to another, “some humanitarian agencies have large programs supposedly for economic development, which they have neither the mandate nor capacity to do. A better way would be for them to work upstream, while development entities connect them [to entities on the ground]”.<sup>40</sup>

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<sup>35</sup> Center for Global Development, “230 Indicators Approved for the 2030 Agenda” (2016).

<sup>36</sup> Launched by the UN Secretary-General, nine UN entities, and the World Bank in April 2016.

<sup>37</sup> World Humanitarian Summit “Commitment to Action” (2016); OCHA, “New Way of Working” (2017). This is a multi-stakeholder effort between the heads of UNICEF, UNHCR, WHO, OCHA, WFP, FAO, UNFPA and UNDP, with the endorsement of the World Bank and the IOM, with the aim to not just meet humanitarian needs, but also to reduce needs, risks and vulnerability over time.

<sup>38</sup> A recent independent review finds numerous shortcomings in terms of UNDS capacities to support sustaining peace. Strengthening the nexus will also require strengthening each category of UNDS work. Overseas Development Institute, “Capacities of UN agencies, funds and programmes to support sustaining peace” (June 2017).

<sup>39</sup> Interviews with UNDS entities.

<sup>40</sup> Interviews with UNDS entities.

**Operational support functions can be made more efficient, perhaps by sharing more support services across entities.** The UNDS survey data suggests that UNDS entities spend, on average, 24% of their expenditure on “support functions and other functions”, most but not all of which is devoted to back office support and administrative activities. Inefficiencies are partly driven by the degree to which support functions are siloed across UNDS entities, leading to some very small functions especially in country offices. Operational work does not only occupy support staff, but technical staff also spend significant shares of their time on administrative and support functions, which decreases the value proposition of UNDS to attract top technical talent, and means that technical staff are not used fully, leading to what one UNDS entity described as an “erosion of staff competency over time”.

**There is no coherent vision for how UNDS entities should work with the private sector.** While the need to engage the private sector is voiced frequently by UNDS entities, many remain unsure of how to effectively engage. For example, UNDS entities perceive competition around areas in which the private sector, as well as multilateral development banks and international finance institutions, may in fact have the comparative advantage, such as investments in infrastructure and industry, and have not consistently articulated a complementary UNDS role.

**Financing mechanisms undermine, rather than encourage, the UNDS efforts to be more coordinated in planning and delivering support for the 2030 Agenda.** Currently, low and reduced core funding forces entities to “follow money” irrespective of their strategic priorities. As described earlier, limited core funding, combined with limited funding for joint programs, undermines country-level collaboration across entity coordination and undermines a more integrated approach to the SDGs. Entities have no incentive to work together, and no incentive to take decisions to let other entities take the lead on specific activities so that comparative advantages can be realized<sup>41</sup> to achieve maximal impact.

**There are gaps in current systems for collecting and analyzing management data on the UNDS itself.** Few entities track expenditure and personnel by SDG. To our knowledge, there is no clear plan for how to account for the interlinked nature of the 2030 Agenda while at the same time ensuring accountability for contributions by specific entities to specific SDGs. Many entities stated that personnel numbers (and sometimes also expenditure data) stored by the CEB are incomplete, in part due to current restrictions on contract types and lengths for statistics included in the CEB HR database.

### **C.3. Thematic and Functional Strengths of the UNDS**

**Looking for areas where the UN Development System has shortcomings or limited activities is not the only way to think about how the System should aim to improve itself to support the 2030 Agenda. An**

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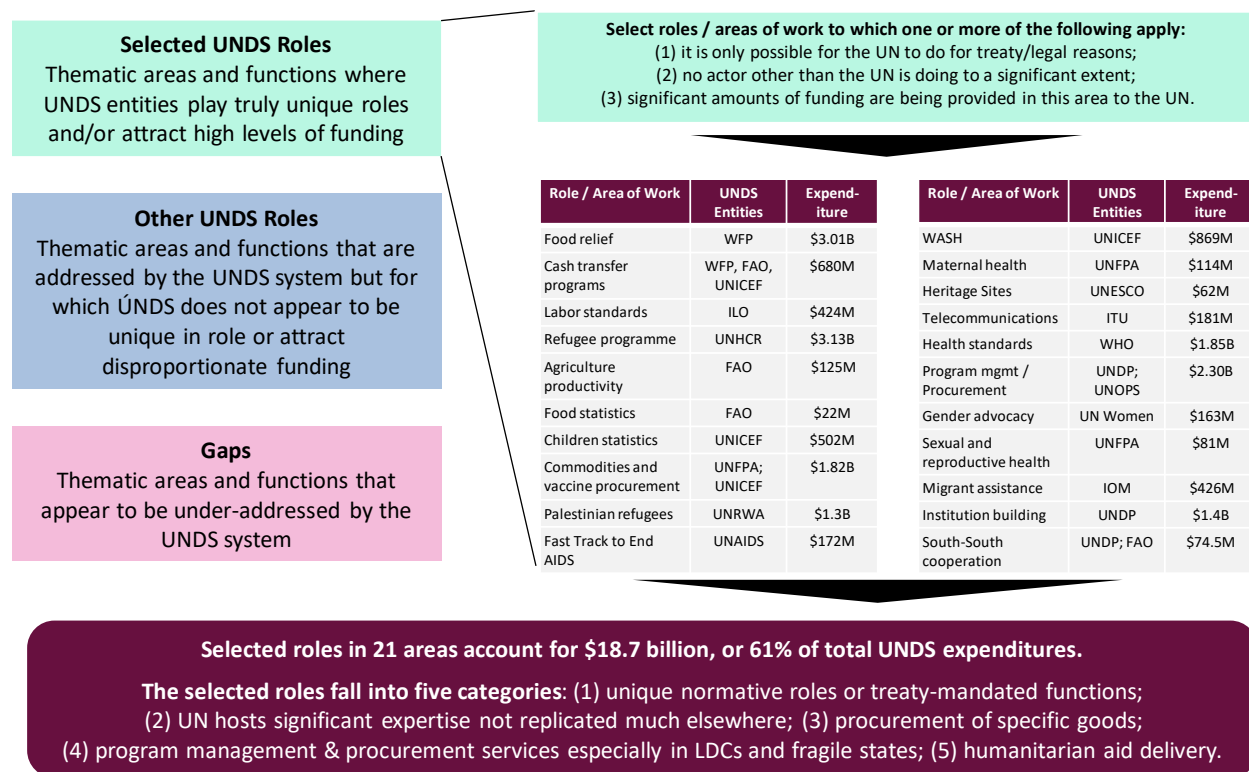
<sup>41</sup> Explicit discussion of comparative advantages currently occurs mainly in the context of coordination frameworks, as opposed to being a guiding principle of entity-to-entity discussions on programming. For example, UNAIDS offers a platform for the entities involved to define activities based on comparative advantages. Interviews with UNDS entities.

alternative is to look at where the UN Development System is strongest, and seek to expand and replicate those successes for more SDGs, functions and activities.

It is possible to identify a relatively small subset of UNDS work which is recognized as truly unique and/or receives significant funding – and these account for nearly two-thirds of UNDS expenditures. Figure 24 shows a set of areas selected based on one of three criteria: (1) work that it is only possible for the UN to do for treaty or legal reasons; (2) areas where the UN is playing a unique role, because not many actors outside the UN are active to a significant extent; and/or (3) areas for which significant amounts of funding are being provided to UNDS entities. Interestingly, although the areas identified are limited in number – only 21, although there may be a few other areas that deserve to be added – they account for fully 61% of estimated 2016 UNDS expenditures.<sup>42</sup>

The shortlist of selected UNDS roles fit into a limited set of five groups: treaty-mandated functions; areas where the UN hosts significant expertise not found elsewhere; procurement of specific goods; program management and procurement services (especially in LDCs and fragile states); and humanitarian aid delivery.

Figure 24: List of areas in which UNDS work is unique and/or receives significant funding.



<sup>42</sup> Most of the expenditure information comes from the UNDS Survey of Functions and Capacities; some comes from websites, program documents or other sources identified by the Dalberg team.

#### C.4. Overlaps – Potential Synergies and Efficiencies

The 2030 Agenda was designed to be comprehensive and integrated and consequently requires a “joined-up” approach. Features of effective synergy amongst UNDS entities include joint planning rather than simply grouping independent activities, linking activities to a clear results framework, establishing workplans to delineate divisions of labour across entities and pooling funding. Some examples of effective synergies include: UNAIDS’ work to bring together 11 UNDS entities; UNCDF’s and UNHCR’s on financial inclusion of refugees; UNFPA and the H6 which provides coordinated support on sexual and reproductive health; and FAO, IFAD, WFP, and UN Women’s joint program on economic empowerment of rural women.

There are other areas of work for which entities draw on similar capabilities to offer similar services, unnecessarily competing for funding and diluting often limited resources. These include: policy guidance, capacity building and implementation on environmental issues; work on enterprise development; knowledge products on trade, industry and investment; social protection; regional expertise; and data collection and management.






Roles and responsibilities for policy guidance, capacity building, and implementation on environmental issues are not fully delineated. UNDP and UNEP both work on environmental topics and have launched several collaborative efforts, such as the UNDP-UNEP Poverty-Environment Initiative. That said, both entities allocate expenditure across similar functions and SDGs (illustrated by the similarity of projects managed by UNDP and UNEP for GEF shown in Figure 25), and there are some instances where similar work causes confusion for member states and competition for resources.

**Figure 25: Examples of GEF-funded projects managed by UNDP and UNEP.**

UNDP		UNEP	
Project	Description	Project	Description
Mainstreaming Biodiversity Conservation and Sustainable Land Management (SLM) into Development Planning, Argentina	Develop a system of policy, economic, financial and technical instruments and governance mechanisms for environmental land use planning	Generating Economic and Environmental Benefits from Sustainable Land Management, Georgia	Develop and strengthen sustainable land management (SLM) practices
Building institutional and technical capacities to enhance transparency in the framework of the Paris Agreement, Uruguay	Build institutional and technical capacities to meet enhanced transparency requirements	Strengthening Ghana’s National Capacity, Ghana	Strengthen the national system to plan, implement, monitor and report on NDC
Enabling Transboundary Cooperation and Integrated Water Resources Management in the Dniester River Basin	Undertake situation analysis, convening of key stakeholders, and implement pilot projects	Piloting Innovative Investments for Sustainable Landscapes	Pilot de-risking finance for investments in sustainable landscapes

Work on enterprise development is fragmented and overlapping across UNDS entities. Multiple UNDS entities – including but not limited to ILO, ITC, UNIDO and UNDP – have been involved in knowledge production, capacity development, and convening activities related to small and medium enterprise development. Similar activities and products are produced by these entities – see Figure 26 – which suggests that limited expertise is being spread thinly across multiple entities.

Figure 26: Illustrative activities related to enterprise development, cited on UNDS entity websites.

Entity	Tools and Knowledge Products	Capacity Development and Training	Stakeholder Convening
	<ul style="list-style-type: none"> <li>• “Enterprise Development through Value Chains and Business Services”</li> <li>• “Markets: A Market Development Approach to Pro Poor Growth: Training course for field specialists”</li> </ul>	<ul style="list-style-type: none"> <li>• Expand Your Business: Integrated business training and support package for small- to medium-scale enterprises</li> <li>• Supports government agencies, training providers, industry associations and trade unions to offer the Sustaining Competitive and Responsible Enterprises (SCORE) training program</li> </ul>	<ul style="list-style-type: none"> <li>• Annual ILO conferences have included sessions on SME development</li> </ul>
	<ul style="list-style-type: none"> <li>• SME Competitiveness Outlook</li> <li>• SME Competitiveness Survey</li> <li>• SME Competitiveness in Ghana</li> <li>• Managing Quality in Egypt – A Directory of Services for SMEs”</li> </ul>	<ul style="list-style-type: none"> <li>• SME Trade Academy offers online courses on a range of topics related to enterprise development</li> <li>• ITC has also offered training courses on SME trade promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Trade and Development Symposium (2016) included focus on flagship SME report</li> </ul>
	<ul style="list-style-type: none"> <li>• “Business Schools for Impact: Teaching Skills to Build Base of the Pyramid Businesses”</li> <li>• “UNCTAD Entrepreneurship Policy Framework and Implementation Guidance”</li> <li>• “Enhancing the Competitiveness of SMEs through Linkages”</li> </ul>	<ul style="list-style-type: none"> <li>• EMPRETEC - Entrepreneurship training</li> <li>• Business Linkage Programme</li> <li>• E-tourism Programme</li> <li>• Accounting by Small and Medium Size Enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• World Investment Forum</li> <li>• Annual Meetings of the Investment, Enterprise and Development Commission</li> <li>• Symposium on Entrepreneurship for Peace</li> <li>• National Entrepreneurship Policy Forum in Panama</li> </ul>
	<ul style="list-style-type: none"> <li>• “Malaysia - Small and Medium Enterprises: Building an Enabling Environment”</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP Agribusiness Supplier Development Program helps smallholder farmers and SME agribusinesses improve productivity</li> </ul>	<ul style="list-style-type: none"> <li>• “Shaping the New Economy of Donbas: export-oriented and SME-friendly” conference held in Ukraine</li> </ul>
	<ul style="list-style-type: none"> <li>• “Global Value Chains and Development”</li> <li>• “Principles for promoting clusters and networks of SMEs”</li> <li>• “Industrial Clusters and Networks: Case Studies of SME Growth and Innovation”</li> </ul>	<ul style="list-style-type: none"> <li>• Global Cleantech Innovation Program for SMEs (in partnership with GEF and Cleantech)</li> </ul>	<ul style="list-style-type: none"> <li>• Co-hosted workshop on “Cooperation between Chinese small and medium enterprises (SMEs) and SMEs from other BRICS countries through e-commerce”</li> </ul>

For trade, industry and investment, multiple UNDS entities have similar expertise and produce similar content around the same themes. While examples of reports such as those illustrated in Figure 27, drawn from UNDS entity websites, do not necessarily have overlapping content, they do illustrate that work being done by different entities on similar themes. They indicate a strong likelihood of duplication in work, and suggest a missed opportunity to create a “centre of excellence” in which experts in different entities can work together and share knowledge.

Figure 27: Examples of knowledge products on investment in Africa.





**Coordination between UNDS entities on social protection is important, including through the existing Social Protection Floor Initiative.** Several UNDS entities deliver social protection programs – e.g., FAO, WFP, UNDP and UNICEF all work to extend social protection benefits to children and poorer households – while ILO and other entities provide policy advice to governments on social protection schemes. The Social Protection Floor Initiative provides a structure through which activities can be better coordinated and the comparative advantage of each UNDS entity can be more fully realized.<sup>43</sup>

**Figure 28: Illustrative activities related to social protection, as described on entity websites.**

				
<ul style="list-style-type: none"> <li>• Develops labor standards on social protection</li> <li>• Promotes policies and provides assistance to countries to help extend adequate levels of social protection to all members of society</li> <li>• Organizes the Global Partnership for Universal Social Protection, a conference that brings together heads of government, diplomats and experts to share knowledge about social protection</li> <li>• Publishes the <i>World Social Protection Report</i></li> </ul>	<ul style="list-style-type: none"> <li>• Works with governments and partners to incorporate social protection into strategies to fight hunger and malnutrition</li> <li>• Assists governments in expanding social protection systems in rural areas</li> <li>• Supports countries incorporate social protection into strategies and investment plans to increase resilience and adaptation to shocks</li> <li>• Designs and implements school nutrition programs</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the formulation of national strategies, policies and laws for phased progress towards universal access to social protection</li> <li>• Designs and evaluates the impact of social protection programmes in Developing Countries</li> <li>• Enhances countries' capacity to ensure that labor markets and social protection policies are more interlinked – and more effective for poor people.</li> <li>• Promotes policy dialogue and facilitate learning between developing countries around innovative social policies for inclusive growth</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes changes to policies and legislation in order to remove inequalities in access to services or livelihoods/ economic opportunities</li> <li>• Delivers programmes that reduce economic and social barriers households face when accessing social services</li> <li>• Supports the provision of regular cash transfers to chronically poor households</li> <li>• Delivers lifesaving packets of therapeutic food to severely malnourished children</li> </ul>	<ul style="list-style-type: none"> <li>• Supports national governments that seek to establish or improve their national social protection systems</li> <li>• Designs and delivers insurance schemes that protect against crop loss</li> <li>• Designs and delivers school meal programmes</li> </ul>

**Regional Commissions and regional offices of UNDS entities sometimes have overlapping activities and capacities – and there could be significant gains from better coordination, especially given the overall scarcity of expenditures and personnel at the regional level.** Currently, there is some duplication in programming, expertise and production of knowledge products between the Regional Commissions, the undg at regional level, and the regional offices of other UNDS entities<sup>44</sup>, as illustrated in Figure 29. There are limited numbers of personnel, and limited expenditures, at regional level – as shown in Figure 29 and the earlier Figures 7 and 11 – which only reinforces the need for coordination to maximize productivity and impact from the resources available.

<sup>43</sup> "The Social Protection Floor Initiative (SPF-I)," <http://www.socialprotection.org/gimi/gess/RessourcePDF.action?ressource.ressourceId=49677>.

<sup>44</sup> This is the case notwithstanding several cooperation agreements, including at the level of the Chief Executives Board (CEB/2009/1).

Figure 29: Regional-level personnel and examples of regional-level knowledge products.



Over two-thirds of UNDS entities have their own data units, and all of which exist alongside the UN Statistical Division. From responses to the UNDS survey on functions and capacities, supplemented by desk research of UNDS entity websites, it appears that 25 of 33 UNDS entities have units for statistics or data collection. It seems likely that there may be opportunities to coordinate data collection activities, and perhaps to share datasets, and also to streamline engagement with and support to government ministries and agencies on statistical data collection and analysis.

## **D. Conclusions**

**This report has presented a system-wide outline of functions and capacities of the UN Development System, as requested in the General Assembly’s QCPR Resolution.** The outline covers 35 entities of the UN Development System and is based on a mixed methods approach including a survey of expenditures, personnel and knowledge product, a review of strategy and planning documents, and interviews with senior leaders of UNDS entities.

**The first six SDGs and SDG 16 have the highest allocations of expenditure and personnel, while the environmental and sustainability SDGs (7, 12, 13, 14, 15) have the lowest allocations.** SDGs 2, 3 and 16 account for 19%, 17.5% and 12.5% of total expenditure, respectively. The first six SDGs, the ones which overlap with most of the MDGs, account for 52% of expenditure. By contrast, the five environment and sustainability SDGs (7, 12, 13, 14, 15) collectively account for less than 7% of expenditures.

**Direct support and service delivery accounts for largest shares of expenditure and personnel – 38% of total expenditure or 50% of expenditure on “programmatic” functions – followed by capacity development and technical assistance, while normative support, policy advice, data collection and analysis, and convening account for comparatively little expenditure and personnel – only 21% of total expenditure between them.**

**Most UNDS entities see themselves as working across most SDGs and providing all functions, and have some expenditure and personnel allocated to them – but the majority of expenditure and personnel for most SDGs comes from a few entities.** In survey responses, only three entities listed fewer than 10 SDGs, and entities selected 65 of the 169 targets on average. The review of strategic documents showed an average of 6 primary SDGs and a further 6 secondary SDGs per UNDS entity. However, most entities made small contributions to most SDGs, and the top three entities for a given SDG account, on average, for 75% of expenditures and for 72% of personnel capacity dedicated to the SDG.

**Expenditure and, to a somewhat lesser extent, personnel are heavily concentrated at the country level, as compared to regional and HQ levels.** On average, 79% of total expenditure is spent at country level, with 10% at regional level and 11% at HQ level. Differences between SDGs appear to be determined by total level of resourcing – with higher shares at HQ/regional levels for SDGs with lower expenditures – and probably also by the business models of the most relevant UNDS entities for the given SDG.

**About a quarter of knowledge products reported are relevant to “all SDGs”,** while SDGs 3, 8 and 17 have the most products that are focused on one or just a few SDGs. Research reports and major public reports were the most common types of knowledge products cited, and the UNDS entities have more than 120 databases and datasets between them.

**The capacity of the UN Development System is determined not only by the capacity of individual entities but also by its ability to act as a system** in support of national governments and others. UNDS entities engage in joint planning at country level, but the degree of integration is limited in many cases. Joint programming is limited, in large measure due to the prevalence of earmarked and single-agency funding. UNDS entities engage in joint knowledge creation, but most knowledge work is still done separately.

**The outline of UNDS functions and capacities reveals several thematic areas tied to specific SDGs for which there appear to be gaps in the current activities of UNDS entities:**

- **Water and sanitation (SDG 6), especially water resources management and water use efficiency;** UNDS entities spent USD 800 million on SDG 6 in 2016, representing 3% of total UNDS expenditure.
- **Affordable and clean energy (SDG 7)** which receives less than 1% of overall expenditure on SDGs, the second lowest amount of any SDG in 2016.
- **Industry and infrastructure (SDG 9)** which received USD 588 million in 2016. Even UNDS entities that allocate relatively more expenditure to infrastructure emphasize that infrastructure is under-addressed by the UN system. Industrialization also appears to be under-resourced: UNIDO's total reported expenditure on SDG 9 comes to less than USD 200 million.
- **Sustainable consumption and production (SDG 12)** is the least well-resourced of all SDGs, having received only USD 90 million in 2016, with spending spread across 15 UNDS entities. Sustainable consumption and production are areas where new norms and standards are likely to emerge in the coming years, and there could be an important role for the UN system to play.
- **Environmental protection (SDGs 13, 14 and 15).** Although Member States rank environment and natural resources highest among the areas requiring support from the UN in the future, the UNDS only devoted 6% of total expenditure, or USD 1.7 billion, to these SDGs in 2016.

**Alongside thematic gaps, the outline reveals several system-wide functional and capacity gaps:**

- **The UNDS is not currently fully equipped to provide “whole-of-government” guidance on how to achieve the SDGs,** including how to prioritize and sequence national efforts, and the current patterns whereby individual UNDS entities pursue their own focus areas with specific relevant government ministries can undermine efforts to support “whole-of-government” approaches.
- **The 2030 Agenda demands specific skillsets of UNDS staff,** including new or enhanced expertise in data and statistics, partnerships, communications and advocacy, ICT, and investment/loan management, as well as deeper thematic expertise on a range of topics core to the SDGs.
- **The UNDS needs greater capacities on statistics and data,** if it is to play a central role in measuring progress towards the 2030 Agenda.
- **While the UNDS has worked to strengthen the development-humanitarian-peace nexus, gaps remain** in the system's capacity to translate commitments into fully coordinated programming.
- **Operational support functions can be made more efficient,** perhaps by sharing more support services across entities.
- **There is no coherent vision for how UNDS entities should work with the private sector.**
- **Financing mechanisms undermine, rather than encourage, UNDS efforts to be more coordinated** in planning and delivering support for the 2030 Agenda.

- **Current systems are not designed to provide the most useful management data** on the UN development system itself.

**The outline identifies a relatively small subset of UNDS work which is recognized as truly unique and/or receives significant funding – and these account for nearly two-thirds of UNDS expenditures.** Looking for gaps is the not the only way to think about how the System should aim to improve itself to support the 2030 Agenda; an alternative is to look at where the UN Development System is strongest, and seek to expand and replicate those successes for more SDGs, functions and activities. These areas of strength, across the UNDS, appear to fall into one of five groups: treaty-mandated functions; areas where the UN has expertise not replicated much elsewhere; procurement of specific goods; program management and procurement services, especially in LDCs and fragile states; and humanitarian aid delivery.

**The most important areas of overlap – some of which may offer opportunities to achieve synergies through better coordination of efforts, and some of which may be more suited to efficiency gains by having entities follow clearer divisions of labour – are as follows:**

- Roles and responsibilities for policy guidance, capacity building and implementation on environmental issues are not fully delineated.
- Work on enterprise development is fragmented and overlapping across UNDS entities.
- For trade, industry and investment, multiple UNDS entities have similar expertise and produce similar content around the same themes.
- Coordination between UNDS entities on social protection is important, including through the existing Social Protection Floor Initiative.
- Regional Commissions and regional offices of UNDS entities sometimes have overlapping activities and capacities – and there could be significant gains from better coordination, especially given the overall scarcity of expenditures and personnel at the regional level.
- Over two-thirds of UNDS entities have their own data units, and all of which exist alongside the UN Statistical Division.

**Ultimately, the outline of functions and capacities and observations on gaps and overlaps demonstrate that the UN Development System has much to offer in service of the 2030 Agenda, but that it is also in need of substantial reform.** Going forward, decisions will need to be taken, and relevant changes made, to strengthen the UN Development System and set it up to serve national governments and partners aiming to achieve the Global Goals. Key actions to design and implement will include: determining which gaps to address and how to close them; reviewing overlaps to develop integrated activities and/or refine divisions of labour; achieving a step-change in the ability of the UNDS to deliver in a coordinated way at country level; and reaching an agreement with donors to provide more core funding and more joint program funding while the UNDS ensures performance and accountability for these less restricted funds. These ideas should be further developed in the coming months for inclusion in the system-wide strategic document.

## **Acronyms and Abbreviations**

<b>CEB</b>	Chief Executives Board
<b>ECA</b>	Economic Commission for Africa
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean
<b>ESCAP</b>	Economic and Social Commission for Asia and the Pacific
<b>ESCWA</b>	Economic and Social Commission for Western Asia
<b>FAO</b>	Food and Agricultural Organization
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>ITC</b>	International Trade Centre
<b>ITU</b>	International Telecommunication Union
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>OHCHR</b>	Office of the High Commissioner for Human Rights
<b>OHRLS</b>	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
<b>QCPR</b>	Quadrennial Comprehensive Policy Review of the UN's operational activities for development
<b>RC</b>	Resident Coordinator
<b>RCM</b>	Regional Coordination Mechanism
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNCDF</b>	United Nations Capital Development Fund
<b>UNCT</b>	United Nations Country Team
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDAF</b>	UN Development Assistance Framework
<b>UN DESA</b>	United Nations Department of Social and Economic Affairs
<b>UNDG</b>	United Nations Development Group
<b>UN DOCO</b>	United Nations Development Operations Coordination Office
<b>UNDP</b>	United Nations Development Programme
<b>UNDS</b>	United Nations Development System
<b>UNECE</b>	Economic Commission for Europe
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UN HABITAT</b>	United Nations Human Settlements Programme
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNISDR</b>	United Nations Office for Disaster Risk Reduction
<b>UNODC</b>	United Nations Office on Drugs and Crime

*System-Wide Outline of Functions and Capacities of the UN Development System*

<b>UNOPS</b>	United Nations Office for Project Services
<b>UNRWA</b>	United Nations Relief and Works Agency for Palestine Refugees in the Near East
<b>UNV</b>	United Nations Volunteers
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>UNWTO</b>	United Nations World Tourism Organization
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization
<b>WMO</b>	World Meteorological Organization

## Annexes

### Annex 1. Survey Instructions

Instructions for Survey Completion	
<b>GENERAL INSTRUCTIONS</b>	<p>* Please return survey results by <b>Friday 5 May</b> to the following email: UNFCsurvey@dalberg.com.</p> <p>* Please rename this file so your entity is in the file name, e.g. "UNDS Survey on Functions and Capacities - UN ENTITY NAME". When you return your survey results, please also ensure that each of the relevant worksheets have been renamed as per the guidelines below (this is relevant for Expenditures and for Personnel worksheets only).</p> <p>* For each sheet requiring data entry, the instructions can be found below. Instructions will also be found on individual data entry sheets in comment boxes - indicated with little red triangles in the upper-right-hand corners of cells.</p> <p>* Please enter information on all activities related to delivery on the SDGs and the 2030 Agenda - including those that might traditionally be labelled "humanitarian" or for peacekeeping as well as those traditionally considered "development".</p> <p>* For each sheets 2, 4A, and 5A: please click on the Filter dropdown menu in Column B (only). Uncheck the value "0", and click "OK". The sheet will then display only the SDGs (and targets if relevant) that you have selected are of relevance to your organisation. This will facilitate your task of filling the cells, by removing all the SDGs and targets that are not relevant for you.</p> <p>* All worksheets are protected, meaning that most of the cells cannot be altered. You will only be able to change cells that require data entry.</p> <p>* If you have questions regarding the survey or would like to discuss data entry, please contact UNFCsurvey@dalberg.com</p>
<b>Sheet 1. Identify Relevant SDGs &amp; Targets</b>	<p>* Select all SDG goals and targets of relevance to your entity's work, by selecting "X" from the drop-down menu in the first column beside each relevant goal or target.                      --Select a goal or target if your entity worked on it during 2016, or if it has firm plans to work in support of it during the period from now to 2030.                      --If any target is selected under a given goal, then that goal should be selected as well.</p> <p>* If the entity has activities which support SDG implementation – but which do not relate to specific SDG goals or targets – then: (1) select "X" beside "Other Activities to Support SDG Implementation" and (2) enter short descriptions for the major such activities in the following rows (and select "X" beside each row with an activity entered). Such activities may include, for instance, Operations and Management, etc.</p> <p>* If your entity has activities outside the SDGs, then: (1) select "X" beside "Other Activity Areas" at the bottom of the SDG and target list, and (2) enter names and short descriptions for the major such activities in the following rows (and, as you did for SDG targets, select "X" beside each row with an activity entered). Such activities outside the SDGs may include, for instance, the monitoring of other Declarations and Agreements, development and management of standards (e.g., Codex Alimentarius by WHO and FAO), etc.</p> <p>* State whether the goal, target or activity is "Current", "Future...in Approved Strategy/Plan" or "Future...Under Consideration". If planned in the future, state the plan or commitment from which it comes in Column H.</p>
<b>Sheet 2. Pick Functions</b>	<p>* Filter for the goals and targets identified in Step 1, by using the filtering button at the top of the first column to select only those rows with "X". This includes activities in support of SDG implementation and other activities beyond the SDG framework.</p> <p>* Identify the function(s) that your entity plays – for each target selected in Step 1 – and then identify whether the function is a "top priority" or "secondary priority" using the drop-down menu in the relevant cell. The functions are as follow, and detailed definitions can be found in the Inception Note accompanying this survey:  <u>1. Integrated normative support</u> for implementation, monitoring and reporting on global agreements, norms and standards.  <u>2. Integrated evidence-based policy advice and thought-leadership</u>, to support the efforts of countries to embed SDGs into national &amp; local plans &amp; budgets (including advocacy).  <u>3. Comprehensive and disaggregated data collection and analysis</u>, to inform evidence-based, context-specific &amp; inclusive policy choices.  <u>4. Capacity development and technical assistance</u>.  <u>5. Convening of stakeholders across constituencies</u>, leveraging of partnerships and facilitating knowledge-sharing &amp; South-South &amp; triangular cooperation.  <u>6. Direct support and service delivery</u>, particularly in countries in special situations, such as those affected by conflict, displacement and disasters.  <u>7. Support functions</u>, including operations and management.  <u>8. Other functions</u> (including coordination and support to UN system)</p> <p>For each SDG/target, respondents should select every function that is relevant, not just two. It is also possible to designate as many functions as desired to be "top priority" and as many as desired to be "secondary priority". The purpose of the "top priority" and "secondary priority" designations is to enable us to separate the more significant parts of an entity's work on a particular SDG/target from the parts that receive less resources and attention.</p> <p>* If your entity carries out a function beyond the seven listed functions, for any of the targets, name the function in the "Other functions" column (column M), then specify its priority in Column N.</p> <p>* Comments can be entered to explain answers – either in the "Comments" column for any row, or in the "Additional Comments" box below the table.</p>



## System-Wide Outline of Functions and Capacities of the UN Development System

<p><b>Sheet 3. Describe Knowledge, Tools and Data</b></p>	<p><b>* List major corporate knowledge resources produced or held by the entity.</b>          -- Include knowledge resources that are relevant to operational activities for development.          -- Items that are part of the same series or collection should be grouped in one row, and specify the number of items and some examples in the description.          -- Descriptions should provide full citations and/or URL links where possible.</p> <p><b>* Select up to two SDGs</b> for which each knowledge resource is most relevant. Select "All SDGs" for topic-universal knowledge products and tools.</p> <p><b>* Specify the type of knowledge resources</b>, picking from the following list: Major public reports (e.g., "state of xyz" reports); Normative guidance; Policy papers; Guidance notes; Research reports; Program lessons learned/evaluations; Tools &amp; templates; Databases; Statistical datasets; Other products.</p> <p><b>* State the primary purpose of each corporate knowledge resource</b>, i.e., whether they are designed mainly for open public use, for work with governments and other partners, or for internal use. This is <u>not</u> a question about availability of the resource—for example, a resource may be publicly accessible, but primarily intended for internal use.</p> <p><b>* Comments can be entered to explain answers</b> – either in the "Comments" column for any row, or in the "Additional Comments" box below the table.</p>
<p><b>Sheets 4A and 4B. Provide Expenditure Allocations</b></p>	<p><b>* Please note that there are two sheets, one to provide expenditures by SDG (4A), and the other to provide expenditures by function (4B).</b></p> <p><b>* Complete copies of these sheets for each of the following – HQ level (1 sheet), regional level (1 sheet), and country level for each of your entity's regions (likely 5-8 sheets, depending on how many regions your entity defines).</b>          --Give each sheet an appropriate name, e.g., "4A. Expenditure-HQ", "4B. Expenditure-Regional", "4A. Expenditure-Country-Africa", and so on.          --Specify the organizational level (i.e., HQ, Regional or Country) and the region (relevant for Country level data ONLY) in the spaces provided at the top of the sheet.          --Use your entity's definitions of regions.          --(To copy sheets: Right-click on the sheet name --&gt; select "Move or Copy..." --&gt; Select the existing sheet that you want the new sheet to go before, and check the box that reads "Create a Copy" --&gt; Click OK.)</p> <p><b>* Filter for the SDGs (and other activities) you selected on sheet 1 (Sheet 4A only).</b></p> <p><b>* Specify the total expenditure for 2016 relevant to activities in support of the SDGs and the 2030 Agenda</b> – using non-certified financial data if necessary.</p> <p><b>* Estimate the percentages of the total expenditure allocated to each SDG (for sheets 4A) or function (for sheets 4B) in the relevant cells in each of the two tables.</b> The total of all cells in each table, shown at the top of each table, should add to 100%.          -- Expenditures should include all of the organization's spending relevant to activities in support of the SDGs and the 2030 Agenda.          -- Expenditures should include all of the organization's spending, irrespective of the source of the funds.          -- Enter the percentages of expenditures on activities in support of SDG implementation (e.g., operations, management, etc.) and on activities outside the SDGs (if any) in the relevant rows.</p> <p><b>*If you are entering data for activities traditionally considered "humanitarian", please use Column I (Sheet 4A) or Column G (Sheet 4B) to estimate what percentage of the data in each row is for activities that would usually be designated as "humanitarian".</b></p> <p><b>*Please include an explanation of your estimation methodology for these data in the "Comments" box at the bottom.</b> Please also include there your perspective on the margin of error for (%), and level of confidence in (%), these data.</p> <p><b>Comments can be entered to explain answers</b> – either in the "Comments" column for any row, or in the "Additional Comments" box below the table.</p>
<p><b>Sheets 5A and 5B. Provide Personnel Allocations</b></p>	<p><b>* Note that there are two sheets, one to provide personnel by SDG (5A) and the other to provide personnel by function (5B).</b></p> <p><b>* Complete copies of these sheets for each of the following – HQ level (1 sheet), regional level (1 sheet), and country level for each of your entity's regions (likely 5-8 sheets, depending on how many regions your entity defines).</b>          --Give each sheet an appropriate name, e.g., "5B. Personnel-HQ", "5A. Personnel-Regional", "5B. Personnel-Country-Africa", and so on.          --Specify the organizational level (i.e., HQ, Regional or Country) and the region (relevant for Country level data ONLY) in the spaces provided at the top of the sheet.          --Use your entity's definitions of regions.          --(To copy sheets: Right-click on the sheet name --&gt; select "Move or Copy..." --&gt; Select the existing sheet that you want the new sheet to go before, and check the box that reads "Create a Copy" --&gt; Click OK.)</p> <p><b>* Filter for the SDGs (and other activities) you selected on sheet 1 (Sheet 5A only).</b></p> <p><b>* Specify the total numbers of personnel as of 31 December 2016, working on activities in support of the SDGs and the 203 Agenda</b>, for each of the following categories: ICS-11 and above (i.e., P-4 or NOC, and above); ICS-8 to ICS-10 (i.e., P-1 to P-3 or NOA to NOB); ICS-1 to ICS-7 (i.e., GS); Professional contractors.</p> <p><b>* Estimate the percentages of total personnel time (from each category) allocated to each SDG and function in the relevant cells in each of the two tables.</b> The totals for each category of personnel – shown at the top of the relevant columns in each of the two tables – should add to 100%.          -- Include people in place as of 31 December 2016.          -- For the three staff categories, include only people with contracts of 1 year or more in duration; for the professional contractor category, include only people with contracts of 6 months or more in duration.          -- Include people relevant to activities in support of the SDGs and the 2030 Agenda.          -- Include all relevant people irrespective of the source of funding.          -- Enter the percentages of personnel time on activities in support of SDG implementation (e.g., operations, management, etc.) and on activities outside the SDGs (if any) in the relevant rows.</p> <p><b>*If you are entering data for activities traditionally considered "humanitarian", please use Column I (Sheet 5A) or Column J (Sheet 5B) to estimate what percentage of the data in each row is for activities that would usually be designated as "humanitarian".</b></p> <p><b>*Please include an explanation of your estimation methodology for these data in the "Comments" box at the bottom.</b> Please also include there your perspective on the margin of error for (%), and level of confidence in (%), these data.</p> <p><b>* Comments can be entered to explain answers</b> – either in the "Comments" column for any row or in the "Additional Comments" box below the tables.</p>
<p><b>Sheet 6. Qualitative Questions</b></p>	<p><b>* The final section aims to capture more qualitative information about each entity's functions and capacities – to complement the quantitative data in the rest of the data-gathering survey, to get explanations of any of data provided, and to hear viewpoints from different UNDS entities about possible overlaps and gaps in functions and capacities and how potentially to address them.</b></p> <p><b>* Specific questions are offered to prompt responses in each of the other areas of the survey:</b> SDGs and targets, functions, knowledge, expenditures, personnel, and System-Wide Approach to 2030 Agenda.</p> <p>In addition, entities are encouraged to provide any further information that they think is important to consider in the review of functions and capacities, and to provide other data, reports and materials they would like the team to review.</p>
<p><b>Optional: Comments and Clarifications</b></p>	<p>Acknowledging that the survey may not cover the entirety of issues that a UNDS Entity might like to express, a comments box has been added to the bottom of each page, to allow for additional clarifications.</p> <p>In addition, please feel free to submit any additional reports or materials that may be useful complement to your answers to this data-gathering survey, to the email address listed above.</p>

## Annex 2. Documents Consulted for Review of Strategic Plans and Similar Planning Documents

Entity	Sources consulted
ECA	<ul style="list-style-type: none"> <li>• UNECA Annual Report 2016</li> <li>• Inputs and Feedback from ECA</li> <li>• UNECA Website</li> </ul>
ECLAC	<ul style="list-style-type: none"> <li>• Proposed Strategic Framework for the Period 2018-2019 Part two: Biennial programme plan Programme 18 Economic and social development in Latin America and the Caribbean</li> <li>• Proposed Programme Budget for the Biennium 2016-2017: Section 21 - Economic and Social Development in Latin America and the Caribbean</li> <li>• Inputs and Feedback from ECLAC</li> <li>• ECLAC Website</li> </ul>
ESCAP	<ul style="list-style-type: none"> <li>• Proposed Strategic Framework for the Period 2016-2017 Part two: biennial programme plan Programme 16 Economic and social development in Asia and the Pacific</li> <li>• Biennial Programme Plan and Priorities for the Period 2016-2017</li> <li>• Inputs and Feedback from ESCAP</li> <li>• ESCAP Website</li> </ul>
ESCWA	<ul style="list-style-type: none"> <li>• Revised Draft Strategic Framework for the Biennium 2016-2017</li> <li>• ESCWA Annual Report 2016</li> <li>• Proposed Programme Budget for the Biennium 2016-2017 Part XIII Development Account</li> <li>• ESCWA Annual Report 2015: Together for Justice and Sustainable Development</li> <li>• Inputs and Feedback from ESCWA</li> <li>• ESCWA Website</li> </ul>
FAO	<ul style="list-style-type: none"> <li>• FAO's Reviewed Strategic Framework (2017)</li> <li>• Food and Agriculture: Key to achieving the 2030 Agenda for Sustainable Development</li> <li>• The Director-General's Medium Term Plan 2018-21 and Programme of Work and Budget 2018-19</li> <li>• FAO Website</li> </ul>
IFAD	<ul style="list-style-type: none"> <li>• IFAD Strategic Framework 2016-2025 - Enabling Inclusive and Sustainable Rural Transformation</li> <li>• IFAD Annual Report 2015</li> <li>• IFAD Consolidated Financial Statements for the year ended 31 December 2015</li> <li>• Inputs and feedback from IFAD</li> <li>• IFAD Website</li> </ul>
ILO	<ul style="list-style-type: none"> <li>• ILO Strategic Plan 2018-2021</li> <li>• ILO Programme and Budget Proposals for 2018-2019</li> <li>• Programme and Budget Proposals for 2016-2017</li> <li>• 2030 Development Agenda: ILO Focus Targets</li> <li>• Decisions and other Outcomes of the ILO 326th Session, March 2016</li> <li>• Inputs and Feedback from ILO</li> <li>• ILO Website</li> </ul>
IOM	<ul style="list-style-type: none"> <li>• IOM Annual Report 2015</li> <li>• IOM's Activities on Migration Data: An Overview</li> <li>• IOM Council 107th Session, Financial Report for the year ended 31 December 2015</li> <li>• Migration in the 2030 Agenda: How are the SDGs Reflected in IOM Programmes?</li> <li>• IOM website</li> </ul>
ITC	<ul style="list-style-type: none"> <li>• ITC Strategic Plan 2015-2017</li> <li>• ITC Operational Plan 2017</li> <li>• ITC Annual Report 2016</li> <li>• ITC Annual Report 2015</li> <li>• UNGA, ITC Proposed Programme Budget for the Biennium 2016-2017</li> <li>• Financial Report and Audited Financial Statements for the year ended 31 December 2015, and Report of the Board of Auditors</li> <li>• Inputs and Feedback from ITC</li> <li>• ITC Website</li> </ul>
ITU	<ul style="list-style-type: none"> <li>• ITU Strategic Plan for the Union for 2016-2019</li> <li>• ITU Website</li> </ul>
OHCHR	<ul style="list-style-type: none"> <li>• OHCHR Management Plan 2014-2017</li> <li>• OHCHR Annual Report 2016</li> <li>• OHCHR Annual Report 2015</li> <li>• Inputs and Feedback from OHCHR</li> <li>• OHCHR Website</li> </ul>

## *System-Wide Outline of Functions and Capacities of the UN Development System*

<b>UNAIDS</b>	<ul style="list-style-type: none"> <li>• UNAIDS 2016-2021 Strategy: On the Fast-Track to end AIDS</li> <li>• UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) 2016–2021</li> <li>• UNAIDS Financial Report 2015</li> <li>• Global Review Panel – Refining and Reinforcing the UNAIDS Joint Programme Model</li> <li>• Inputs and Feedback from UNAIDS</li> <li>• UNAIDS Website</li> </ul>
<b>UNCDF</b>	<ul style="list-style-type: none"> <li>• UNCDF Strategic Framework 2014-2017</li> <li>• UNCDF Contributions to Regular and Other Resources in 2015</li> <li>• UNCDF Annual Report 2015</li> <li>• Inputs and Feedback from UNCDF</li> <li>• UNCDF Website</li> </ul>
<b>UNCTAD</b>	<ul style="list-style-type: none"> <li>• UNCTAD 2018-2019 Strategic Framework</li> <li>• The Report of UNCTAD SG to the UNCTAD 14 Conference entitled “From Decisions to Actions”</li> <li>• The Nairobi Maafikiano</li> <li>• UNCTAD TC Toolbox Results Frameworks</li> <li>• The SDG Inventory - UNCTAD Expertise Relevant for Implementing the 2030 Agenda for Sustainable Development</li> <li>• UNCTAD Annual Report 2015 – Delivering on a Sustainable Agenda</li> <li>• Inputs and Feedback from UNCTAD</li> <li>• UNCTAD Website</li> </ul>
<b>UNDP</b>	<ul style="list-style-type: none"> <li>• UNDP Strategic Plan 2014-2017</li> <li>• UNDP Financial Report 2015</li> <li>• UNDP Funding Compendium, UNDP Investment Plan</li> <li>• Independent Evaluation Office – Evaluation of UNDP 2015</li> <li>• UNDP Website</li> </ul>
<b>UNECE</b>	<ul style="list-style-type: none"> <li>• Proposed Strategic Framework for the Period 2018-2019 Part two: Biennial Programme Plan Programme 17 Economic Development in Europe</li> <li>• Inputs and Feedback from UNECE</li> <li>• UNECE Website</li> </ul>
<b>UNEP</b>	<ul style="list-style-type: none"> <li>• UNEP Medium Term Strategy 2018-2021</li> <li>• UNEP Annual Report 2015</li> <li>• UNEP Annual Report - Key Financials 2014-2015</li> <li>• Inputs and Feedback from UNEP</li> <li>• UNEP Website</li> </ul>
<b>UNESCO</b>	<ul style="list-style-type: none"> <li>• UNESCO Medium-Strategy 2014-2021</li> <li>• UNESCO Approved Programme and Budget 2016-2017, Second Biennium of the 2014-2017 Quadrennium</li> <li>• Draft Programme and Budget 2018-2019 (39 C/5)</li> <li>• UNESCO Moving Forward the 2030 Agenda for Sustainable Development – Brochure</li> <li>• UNESCO Financial Statements 2015</li> <li>• Inputs and Feedback from UNESCO</li> <li>• UNESCO Website</li> </ul>
<b>UNFPA</b>	<ul style="list-style-type: none"> <li>• UNFPA Strategic Plan 2018-2021 – Draft</li> <li>• United Nations Population Fund Statistical and Financial Review, 2016 – Annexes to the Report of the Executive Director</li> <li>• UNFPA Humanitarian Action and Resilience Building Update 2015</li> <li>• Inputs and Feedback from UNFPA</li> <li>• UNFPA Website</li> </ul>
<b>UN Habitat</b>	<ul style="list-style-type: none"> <li>• Draft Strategic Plan 2014–2019 of the United Nations Human Settlements Programme Report of the Executive Director</li> <li>• UN-Habitat Global Activities Report 2015</li> <li>• Inputs and Feedback from UN-Habitat</li> <li>• UN Habitat Website</li> </ul>
<b>UNHCR</b>	<ul style="list-style-type: none"> <li>• Report of the United Nations High Commissioner for Refugees Covering the period 1 July 2015-30 June 2016</li> <li>• Global Strategic Priorities Progress Report 2015</li> <li>• UNHCR Global Appeal 2017</li> <li>• UNHCR Global Report 2016</li> <li>• Contributions to UNHCR for the Budget Year 2016</li> <li>• Note on the Mandate of the High Commissioner for Refugees and his Office (Oct 2013):</li> <li>• UNHCR's Strategic Direction 2017-2021</li> <li>• Global Trends: Forced Displacement in 2015</li> <li>• New York Declaration for Refugees and Migrants</li> <li>• EXCOM Standing Committee, Update on solutions (EC/65/SC/CRP.15), 6 June 2014</li> <li>• EXCOM Standing Committee, Solutions strategies (EC/66/SC/CRP.15), 8 June 2015</li> <li>• EXCOM Standing Committee, New approaches to solutions (EC/67/SC/CRP.14), 7 June 2016</li> <li>• 2006-2015 Ten years of Reforms – Structural Impact</li> <li>• Inputs and Feedback from UNHCR</li> <li>• UNHCR Website</li> </ul>
<b>UNICEF</b>	<ul style="list-style-type: none"> <li>• UNICEF Strategic Plan 2018-2021</li> <li>• Mapping the Global Goals for Sustainable Development and the Convention on the Rights of the Child</li> <li>• UNICEF Annual Report 2015</li> <li>• Inputs and Feedback from UNICEF</li> <li>• UNICEF Website</li> </ul>

## *System-Wide Outline of Functions and Capacities of the UN Development System*

<b>UNIDO</b>	<ul style="list-style-type: none"> <li>• Updated medium-term programme framework for the period 2018-2021. Proposals of the Director General</li> <li>• IDB contribution to the HLPF (SDG9)</li> <li>• UNIDO Annual Report 2016</li> <li>• UNIDO Programmes and Budgets 2016-2017, Proposals for the Director General</li> <li>• Input from the Industrial Development Board of UNIDO to the High-level Political Forum on sustainable development 2017</li> <li>• UNIDO Brochure “The 2030 Agenda for Sustainable Development: Achieving the industry-related goals and targets”</li> <li>• Inputs and Feedback from UNIDO</li> <li>• UNIDO Website</li> </ul>
<b>UNISDR</b>	<ul style="list-style-type: none"> <li>• UNISDR Strategic Framework 2016-2021</li> <li>• UNISDR Work Programme 2016-2019 Final Report</li> <li>• UNISDR Annual Report 2016</li> <li>• Inputs and Feedback from UNISDR</li> <li>• UNISDR Website</li> </ul>
<b>UNODC</b>	<ul style="list-style-type: none"> <li>• Proposed strategic framework 2016-2017 for the United Nations Office on Drugs and Crime</li> <li>• UNODC Annual Report 2015</li> <li>• UNODC Website</li> </ul>
<b>UNOPS</b>	<ul style="list-style-type: none"> <li>• UNOPS Strategic Plan 2014-2017</li> <li>• Midterm Review of the Strategic Plan 2014-2017</li> <li>• UNOPS Executive Board Annual Session 2016</li> <li>• UNOPS Executive Board Annual Session 2015</li> <li>• Inputs and Feedback from UNOPS</li> <li>• UNOPS Website</li> </ul>
<b>UNRWA</b>	<ul style="list-style-type: none"> <li>• UNRWA Medium Strategy 2016-2021</li> <li>• UNRWA Resource Mobilization Strategy 2016-2018</li> <li>• UNRWA Operational Report 2015</li> <li>• UNRWA Website</li> </ul>
<b>UNV</b>	<ul style="list-style-type: none"> <li>• UNV Strategic Framework 2014-2017</li> <li>• UNV Annual Report 2016</li> <li>• UNV in Action: Volunteerism in the 2030 Agenda</li> <li>• Statistical and Financial information for 2015</li> <li>• Inputs and Feedback from UNV</li> <li>• UNV Website</li> </ul>
<b>UN Women</b>	<ul style="list-style-type: none"> <li>• UN Women Strategic Plan 2018-2021</li> <li>• UN Women Annual Report 2015-2016</li> <li>• UN Women Flagship Programming Initiatives 2015</li> <li>• Inputs and Feedback from Un Women</li> <li>• UN Women Website</li> </ul>
<b>UNWTO</b>	<ul style="list-style-type: none"> <li>• UNWTO Annual Report 2015</li> <li>• UNWTO Financial Report and Audited Financial Statements for the Year ended 31 December 2014</li> <li>• UNWTO Website</li> </ul>
<b>WFP</b>	<ul style="list-style-type: none"> <li>• WFP Strategic Plan 2017-2021</li> <li>• WFP Annual report 2015</li> <li>• WFP Executive Board Annual Session 13-17 June 2016 – Annual performance report for 2015</li> <li>• WFP’s Use of Multilateral Funding, 2015 Report</li> <li>• WFP Website</li> </ul>
<b>WHO</b>	<ul style="list-style-type: none"> <li>• WHO Mid-term Programmatic and Financial Report 2016-2017, including audited financial statements for 2016</li> <li>• Proposed programme budget 2018–2019</li> <li>• WHO Reform Story</li> <li>• Inputs and Feedback from WHO</li> <li>• WHO Leadership Priorities – WHO website</li> </ul>

### **Annex 3. Notes on Survey Responses**

#### Entities with partial responses.

- **IFAD, ITU, OHCHR, UNWTO and WMO** did not provide data on expenditures and personnel or provided very incomplete expenditure and personnel data. These entities were therefore excluded from analyses of expenditures and personnel.
- **FAO and WHO** did report on expenditures and personnel by function.
- **UNEP** did not provide full datasets for most of its regions and countries, so data on SDGs and functions on which UNEP works is underestimated.
- **UNHCR** provided data for its development portfolio only, so expenditures and personnel are much lower than UNCHR's total expenditures.
- **UNICEF** does not report 'institutional budget' so its expenditures across all SDGs and functions are lower than its total expenditures. It also allocated a significant amount of expenditure and personnel by function to "support functions" and "other functions."
- **UNIDO** only reported data for its "Technical Cooperation Unit" and only reported data by SDG, not by function.

#### Other notes on specific entities.

- **Regional Commissions and UNESCO** reported resources against virtually all SDGs, so their activity will appear more minimal when compared to entities that allocated expenditure across fewer SDGs.
- **UNDP** had a USD 440M program for Afghanistan in 2015, which is captured entirely under SDG 16.
- **UNRWA** has a significant number (over 30,000 personnel) of country-level staff, largely allocated to SDG 4 and Function 6.

#### Note on personnel data.

Only about half of UNDS entities provided numbers on professional contractors (with contracts of six months or more) as requested in the survey; others provided data only on staff. In addition, many entities listed the same percentage breakdowns across personnel grades, by SDGs and by function. As a result, this report does not include any analysis of personnel by grade.