RESULTS IN TRANSITION

UN DEVELOPMENT COORDINATION IN 2018

UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
GROUP

INTRODUCTION

PREPARATION FOR REFORM

In many ways, 2018 was a year of transition for the UN Sustainable Development Group (UNSDG) and the Resident Coordinator (RC) System. In May of that year, Member States adopted General Assembly resolution A/RES/72/279, which positioned the United Nations operational activities for development to support countries to implement the 2030 Agenda for Sustainable Development. The Cost-Sharing Agreement, which collected contributions from UN entities that are members of the UN development system, entered its fifth and final year. The resolution brought into effect a new Special Purpose Trust Fund (SPTF), established by the UN Member States to "receive, consolidate, manage and account for all contributions and financial transactions" of the new RC system in an effective and transparent way, supporting countries to achieve the Sustainable Development Goals (SDG). The SPTF accounts for all contributions and financial transactions of the new RC system, including from UN entities that are members of the UN development system.

This report is addressed to the entities of the UNSDG which contributed $30.1 million of their own funds to the cost-sharing mechanism in support of the Resident Coordinator system in 2018. The report fulfills a key transparency requirement of the cost-sharing agreement, which was in effect from 2014 to 2018. The report is divided in two parts: the first part highlights some key results for 2018 while the second part accounts for the financial reporting for that year.

Cost-sharing funding accounted for 23 per cent of the total amount received for the Resident Coordinator system in 2018. It complemented the core or "backbone" support which the UN Development Programme (UNDP) provided to the RC system over and above its contribution to the cost-sharing up until December 2018.[1] These resources funded specific capacity at the global, regional and country levels. The UNDP backbone, which was funded from UNDP regular resources, included costs at the country, regional and global levels. There was no duplication between the functions funded by the UNDP backbone and the UNSDG cost-shared resources.

KEY RESULTS

This report captures the 2018 results of the RC system – encompassing resident coordinators, UN country teams (UNCTs), Regional UNSDG Teams and the UNSDG at global level, including its secretariat, the UN Development Operations Coordination office (UNDOCO). The results

in this report are organized according to the five areas of achievement highlighted in the Secretary General's programme budget for the biennium 2018–2019. They are:
- Leadership for development results
- Coordination and planning for development results
- Integrated policy, normative and statistical support for the 2030 Agenda
- Business operations, and
- Communications.

Key results from 2018 include:

- Ninety-seven per cent of UNCTs had a UN Development Assistance Framework (UNDAF), which was the key planning and implementation instrument for enhanced development results until 2018, subsequently redesigned and renamed as the UN Sustainable Development Cooperation Framework. Ninety-five per cent of UNCTs had established results groups to assist in national programmatic coordination.
- A new leadership strategy for the RC system was developed, advancing learning and leadership development in cooperation with learning partners.
- The number of women in UN RC roles reached parity with the number of men in 2018. The UN Secretary-General marked the achievement of full gender parity among RCs as an historic milestone.
- Six UN data standards for system-wide financial reporting were established, alongside a roadmap for their implementation.
- Regional UNSDG Teams and Regional Commissions identified measures for a 'revamped regional approach', as outlined in the Secretary-General's December 2017 report to ECOSOC, Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet. This fed into the ongoing regional review as mandated by the Member States Resolution of June 2018.
- The UNSDG now has an SDG Monitoring and Reporting Toolkit which brings together the collective experience of the UN on SDG data and monitoring in a single, easy-to-access online tool.
- The UNSDG Business Innovations Strategic Results Group (BIG) finalized Mutual Recognition, which allows entities to benefit from the most optimal contracts and services existing in the UN system and to adopt them without having to duplicate administrative due diligence processes.
- A new common branding for UN country teams and a new branding for the UNSDG was developed by UNDOCO in coordination with the Department of Global Communications (then the Department of Public Information), and the UNSDG.
- The sections in the report reflect the progress made by the UNSDG in positioning the UN development system to deliver across the five abovementioned areas. The achievements presented here have all been initiated or

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1   On 1 January 2019, all resident coordinators were fully delinked from the UNDP resident representative functions, and the resident coordinator system was successfully transitioned to the Secretariat

catalyzed as a result of better UN development system coordination. While efforts to achieve UN coherence and coordination are most critical at the country level, this report demonstrates the important role that UN regional and global expertise can play in providing more integrated above-mentioned guidance, support, leadership and facilitation within regions and globally, as well as at country level.

LEADERSHIP FOR DEVELOPMENT RESULTS

To be capable of supporting countries to deliver on the 2030 Agenda, a repositioned UN development system demands a new approach to leadership – one that supports measured risk-taking, empowered system-wide collaboration, and mutual accountability for results. Resident coordinators oversee the system's substantive contribution to the 2030 Agenda, in line with national priorities and needs. Supported by Regional UNDG Teams, the Development Coordination Office provided support to boost leadership for development results through its RC leadership team.

ENHANCED LEADERSHIP, MANAGEMENT AND OVERSIGHT OF THE RESIDENT COORDINATOR SYSTEM

In 2018, UNDOCO developed a new leadership strategy for the RC system. The strategy aims to bring enhanced coherence, harmonization and a results-oriented approach to the UN's leadership development programmes. In response to GA resolution 72/279 and based on the UN Leadership Framework adopted by the Chief Executives Board for Coordination in April 2017, the new strategy targets RCs, resident coordinator officers, UNCT heads of agency, and emerging leaders across the UN system. It advances the transformational and collaborative leadership capabilities of the RC system through the creation of cutting-edge and tailored leadership development programmes for RCs and UNCTs. These programmes will support the development of a sustainable and diverse pool of senior leaders who can lead the transformation of the UN development system to meet the demands of the new SDG agenda.

In order to create a dedicated, independent, impartial, empowered and sustainable development-focused coordination function for the United Nations development system, in 2018 UNDOCO developed a new RC job description in collaboration with the Transition Team. This separates the functions of the RC from those of the resident representative of the UNDP, drawing on the expertise and assets of all United Nations development system entities.

STRENGTHENED LEADERSHIP SKILLS, KNOWLEDGE AND CAPABILITIES TO SUPPORT THE SDGS

As a component of its RC system leadership strategy, UNDOCO advanced its approach to learning and leadership development in cooperation with learning partners. The LEADx Knowledge Series delivered live-streamed panel discussions on systems thinking and foresight approaches as tools to support sustainable development. The series connects resident coordinators, UNCTs and RCOs to global thinking and ideas that can support the repositioning of the UN development system on the ground. The ideas, insights and cutting-edge leadership capabilities discussed in the LEADx Series were channeled into the redesign of the RC Induction Programme.

In 2018, the RC Induction Programme was redesigned as the Leadership Exchange for first-time resident coordinators – RC LEADX – and fully aligned to the UN System-wide Leadership Framework. The RC LEADX was a conceptual shift away from simply onboarding RCs. The programme has created a new space that emphasizes the type of collaboration and transformation that is required for the 2030 Agenda. It does this through the exchange of ideas, approaches, knowledge and know-how, and the repositioning of the RC system in support of sustainable development solutions.

In late 2018, the UN Deputy Secretary-General and UNSDG Chair established the "United Nations Learning Advisory Council (LAC) for the 2030 Agenda". This body supports the alignment of RC system capabilities with the new demands emerging from the repositioning of the UN development system. The Council brings together the heads of 15 UN learning and training institutions, including the UN System Staff College (UNSSC), UN Institute for Training and Research (UNITAR), the Department for Economic and Social Affairs (DESA), UN Educational, Scientific and Cultural Organization (UNESCO), the Economic Commission for Latin America and the Caribbean (ECLAC), UN Global Compact, UNDP, United Nations Research Institute for Social Development, Executive Office of the Secretary-General (EOSG), and the World Bank. The establishment of the council reflects a coordinated effort to draw on knowledge, learning and expertise from within and outside the UN system. As an interdisciplinary body with expertise on the contextual knowledge and capabilities needed for the 2030 Agenda, the Council will gather and disseminate thought leadership from across the system. It will bring together the knowledge of the different learning and training institutions to create a more powerful and coherent narrative across the SDGs.

To build UNCTs' capabilities to respond to the 2030 Agenda, and to create collaborative spaces where representatives of the UN development system can come together with national stakeholders, UNDOCO launched pilot SDG Leadership Labs in Uganda and Cambodia. The SDG Leadership Lab pilots use innovative methods such

as systems-thinking, user-centred design and strategic foresight to support RCs to implement the UN development reform agenda at the country level, revitalize approaches to UNDAFs, and strengthen UNCT and Member State responses to the 2030 Agenda.

BUILDING DIVERSITY IN SENIOR ROLES, AND DEVELOPING A LEADERSHIP TALENT PIPELINE

In 2017, 129 RCs had led 131 UN country teams (UNCTs) operating in 162 countries and territories. Of the 2017 cohort of RC's, 55 per cent were men and 45 per cent women. In 2018, the number of women in UN RC roles reached parity with men. The UN Secretary-General marked the achievement of **full gender parity** among RCs as an historic milestone.

COORDINATION AND PLANNING FOR DEVELOPMENT RESULTS

At the global level, UNDOCO focused on helping set up the new UNSDG architecture for interagency work in support of the implementation of the 2030 Agenda. Four strategic results groups chaired by Under-Secretaries-General (USGs) were formed to address 1) SDG implementation, 2) strategic partnerships, 4) strategic financing, and 4) business innovations. Furthermore, a number of time-bound inter-agency task teams have delivered specific products in the areas of integrated policy advice, human rights and "Leave No One Behind", SDG data, transition contexts, legal identity, strategic financing policy, country-focused SDG financing, fiduciary management and oversight, common back office models, common premises, business operations, and private sector and multi-stakeholder partnerships.

In parallel, system-wide efforts are strengthening operational data systems, to enable better tracking of the UN's contribution to the SDGs. Specifically, in response to the Quadrennial Comprehensive Policy Review (QCPR)'s call for the "publication of timely, reliable, verifiable and comparable system-wide and entity level data, definitions and classifications aligned to the SDGs", the Strategic Results Group on Strategic Finance – co-chaired by UNFPA and UNCTAD – together with the High-Level Committee on Management, took significant steps to enhance UN system-wide financial data. The initiative's key product was a set of six UN data standards for system-wide financial reporting, alongside a roadmap for the implementation of the agreed data standards. The data standards entered into effect on 1 January 2019. Four of the six standards became mandatory on that date, while for two standards there is a transition period until 31 December 2021.

ENHANCING COOPERATION: REGIONAL UNSDG TEAMS

Regional UNSDGs are the critical layer for UN development system-wide coordination and planning at the regional, sub-regional and transboundary levels, tackling issues that affect several countries simultaneously. In Africa, the United Nations Integrated Strategy for the Sahel (UNISS) and its Support Plan – finalized in 2018 and operationalized through a Multi-Partner Trust Fund (MPTF) – enhances cooperation and collaboration with governments and regional bodies across borders. The Peace Building Fund expanded its support to the 10 UNISS countries in the areas of prevention and sustaining peace; women and youth empowerment; and cross-border cooperation.

Under the Great Lakes Regional Strategic Framework, 2018 saw the initiation of the first cross-border programme between Tanzania and Burundi. In the Horn of Africa, the Regional UNSDG supported the UN Department of Political Affairs (DPA) and UNDP in preparing a prevention strategy for UN system's collective engagement at the regional level to enhance resilience and address protracted crises.

Building on the 2016 Statement of Collaboration between the Regional Commissions (RECs) and the UNDG, and in line with the request of Member States to the Secretary-General to optimize functions and enhance collaboration at the regional and sub-regional levels, Regional UNSDG Teams and Regional Commissions identified measures for a "revamped regional approach". The Secretary-General had outlined his approach in his December 2017 report to ECOSOC on the Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet.

At country level, the UNDAF is coordinated through inter-agency (thematic) results groups as part of national coordination mechanisms, supporting joint action and driving greater programmatic coherence and results. While the new Cooperation Framework Guidance was being developed, country teams continued to enhance coherence and collaboration. Ninety-seven per cent of UNCTs had a UN Development Assistance Framework, while 95 per cent of UN country teams had established results groups to assist in national programmatic coordination.
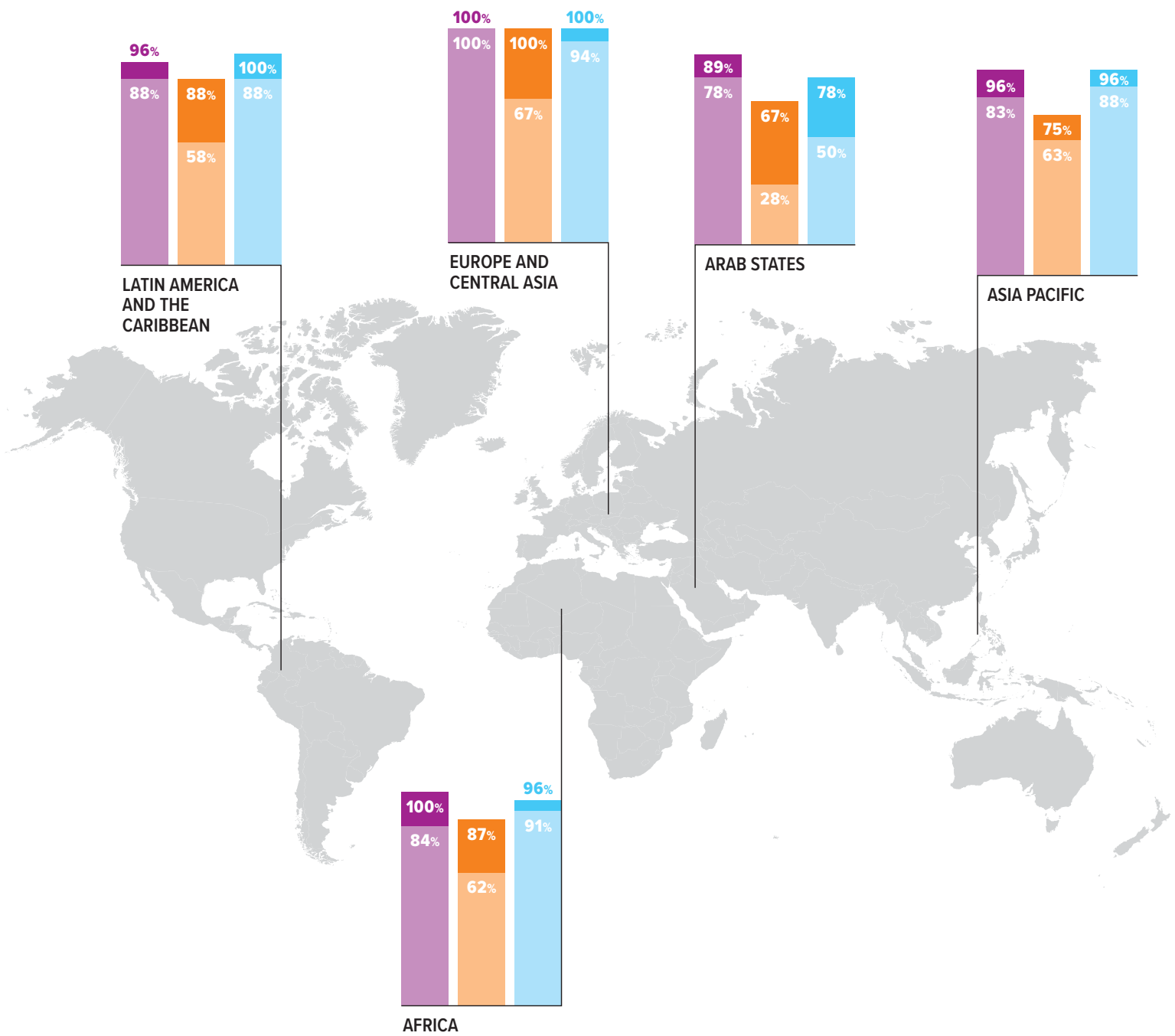
INTEGRATED POLICY, NORMATIVE AND STATISTICAL SUPPORT FOR THE 2030 AGENDA

Integrated policy, statistical capacity development and normative support are central to the UN's offer to Member States for the implementation of 2030 Agenda. The role of the RC System in these areas is to act as a convener and

UNCT PROGRESS IN STRENGTHENING PROGRAMMATIC COHERENCE

- ● UN Development Assistance Framework (UNDAF) in place
- ● Joint Workplans aligned with the UNDAF
- ● Results groups established to advance specific UNDAF outcomes

● 2018   Percentage of UNCTs
● 2015

LATIN AMERICA AND THE CARIBBEAN
- 96% / 88%
- 88% / 58%
- 100% / 88%

EUROPE AND CENTRAL ASIA
- 100% / 100%
- 100% / 67%
- 100% / 94%

ARAB STATES
- 89% / 78%
- 67% / 28%
- 78% / 50%

ASIA PACIFIC
- 96% / 83%
- 75% / 63%
- 96% / 88%

AFRICA
- 100% / 84%
- 87% / 62%
- 96% / 91%

coordinator, drawing on the expertise that exists in the system and making it available to Member States in a coordinated, coherent and, where relevant, integrated fashion.

At the global level, the UNSDG Strategic Results Group on SDG Implementation developed an SDG Monitoring and Reporting Toolkit which brings together the collective experience of the UN on SDG data and monitoring in a single, easy-to-access online tool. The results group is also developing a programme of action on legal identity to ensure a coordinated and integrated response to issues affecting stateless persons that is to be ready for implementation in 2019. The group also had made major progress in developing operational guidance for UNCTs to assist governments in operationalizing the pledge to "Leave No One Behind". And it is working to establish mechanisms to make integrated policy support expertise available through the Joint SDG Fund, among other areas of work.

In addition to providing substantive secretariat support to UNSDG working mechanisms, UNDOCO continued to support the deployment of human rights advisors to resident coordinators and UNCTs, a total of 20 in 2018, funded through the UNDG Human Rights Mainstreaming Trust Fund and the Delivering Together Facility. Human rights advisors have played a key role in integrating normative imperatives into UNDAFs and humanitarian

response plans; strengthening national capacities for the promotion and protection of gender and human rights; advocating on international norms and standards; and supporting engagement with human rights mechanisms.
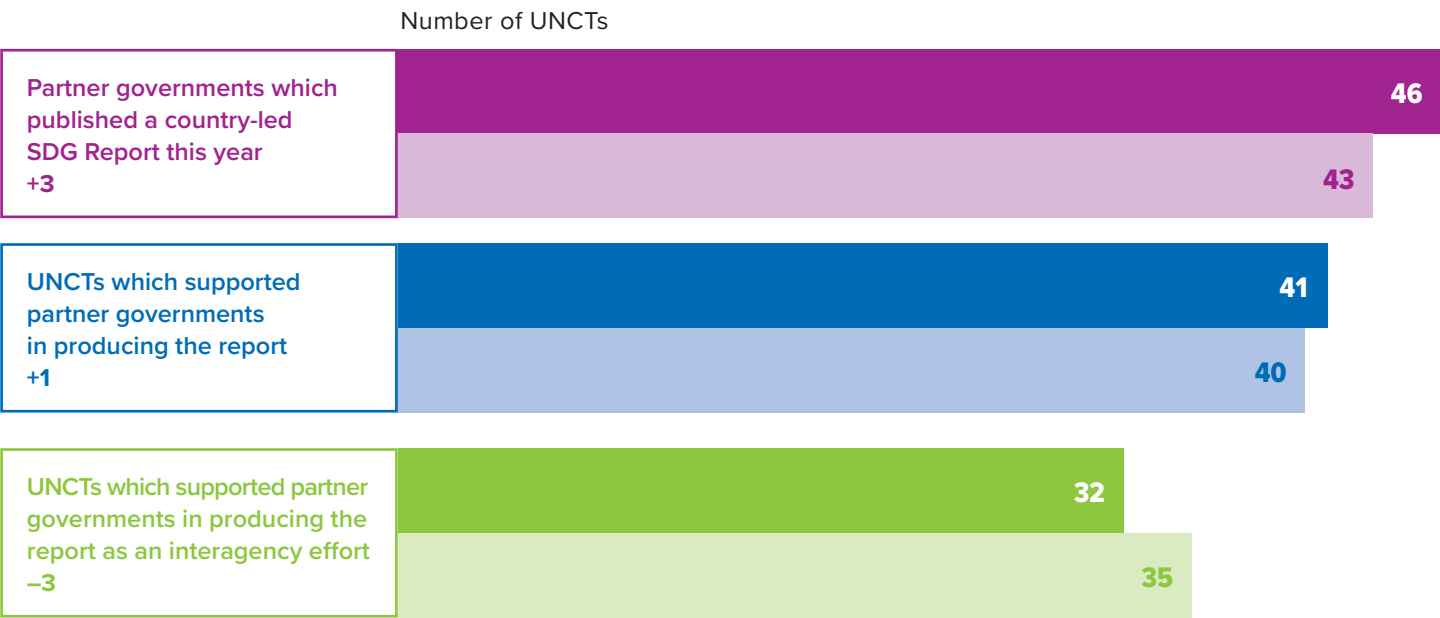
PARTNERSHIPS AND FINANCE FOR DEVELOPMENT RESULTS

PARTNERSHIPS WITH THE WORLD BANK

In 2018, further to the Secretary-General and the World Bank Group President updating the UN-World Bank Partnership Framework for Crisis-Affected Situations, a joint steering committee of UN and World Bank senior directors was established to agree on strategic direction and policy, and to review country support to advance the partnership. In support of this partnership, UNDOCO administered the UN window of the "UN-World Bank Fragility and Conflict Partnership Trust Fund", which formally closed at the end of 2018. This multi-partner trust fund supported partnership activities fostering closer relations between the UN and the World Bank in order to promote a more effective response in fragile and conflict-affected situations. The Trust Fund supported applications prepared jointly by UN and World

UNCT SUPPORT TO COUNTRY-LED SDG REPORT

● 2018   ● 2017

Number of UNCTs

Partner governments which published a country-led SDG Report this year +3
- 46
- 43

UNCTs which supported partner governments in producing the report +1
- 41
- 40

UNCTs which supported partner governments in producing the report as an interagency effort −3
- 32
- 35

UNCTS PROVIDING SUPPORT TO GOVERNMENTS IN MAINSTREAMING HUMAN RIGHTS INTO NATIONAL DEVELOPMENT POLICIES

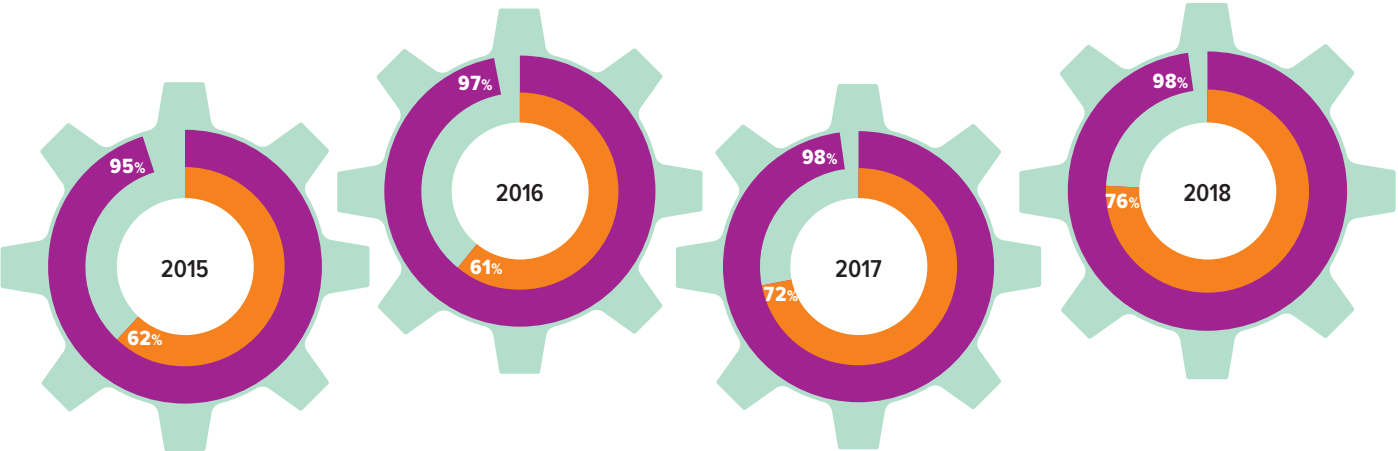● Percentage of UNCTs

85% 2015
88% 2016
85% 2017
85% 2018
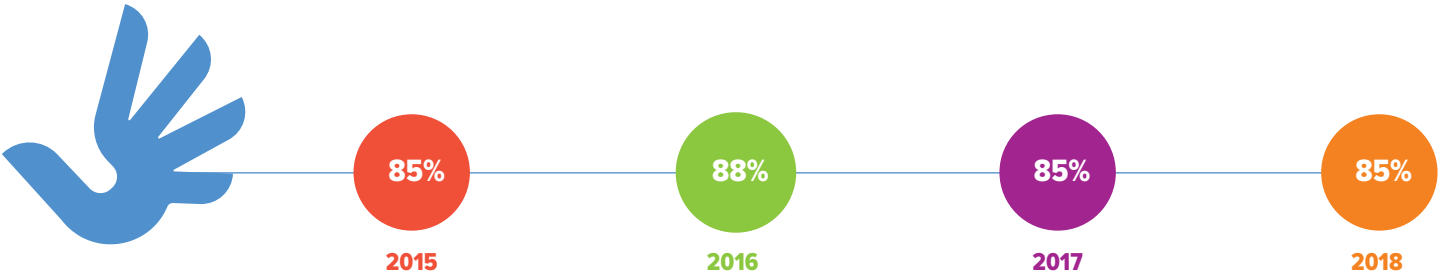
UNCT SUPPORT TO NATIONAL STATISTICAL CAPACITIES

● UNCTs that provided support

● UNCTs that provided support as interagency effort

Percentage of UNCTs

2015 — 95%, 62%
2016 — 97%, 61%
2017 — 98%, 72%
2018 — 98%, 76%

Bank teams, which were reviewed and approved jointly by the UN and World Bank through the Trust Fund's Steering Committee. UN members of the Steering Committee included UNDOCO, EOSG, Department of Peacekeeping Operations, Department of Political Affairs, UNDP, and the Peacebuilding Support Office. Most project grants ranged from $100,000 to $200,000, and supported country activities in Guinea Bissau, Nigeria, Pakistan and elsewhere, as well as global initiatives such as the UN-World Bank report "Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict" and its dissemination.

FACILITATING NEW SOURCES OF FUNDING FOR THE SDGS

To support countries in realizing the 2030 Agenda, the Joint SDG Fund, hosted and incubated by UNDOCO, was developed in 2018, with considerable support from a broad range of Member States. The Fund exists to incentivize and enable new approaches to achieve the SDGs, and to underpin a new generation of UN country teams. Financial commitments were made by 12 donors (Denmark, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway,

Portugal, Spain, Sweden and Switzerland, in addition to the European Union) with more in the pipeline. The total amount pledged to the Fund thus far equals $130.7 million. The first call for concept notes was launched in March 2019, supporting Joint Programmes to accelerate progress towards achieving the Sustainable Development Goals.
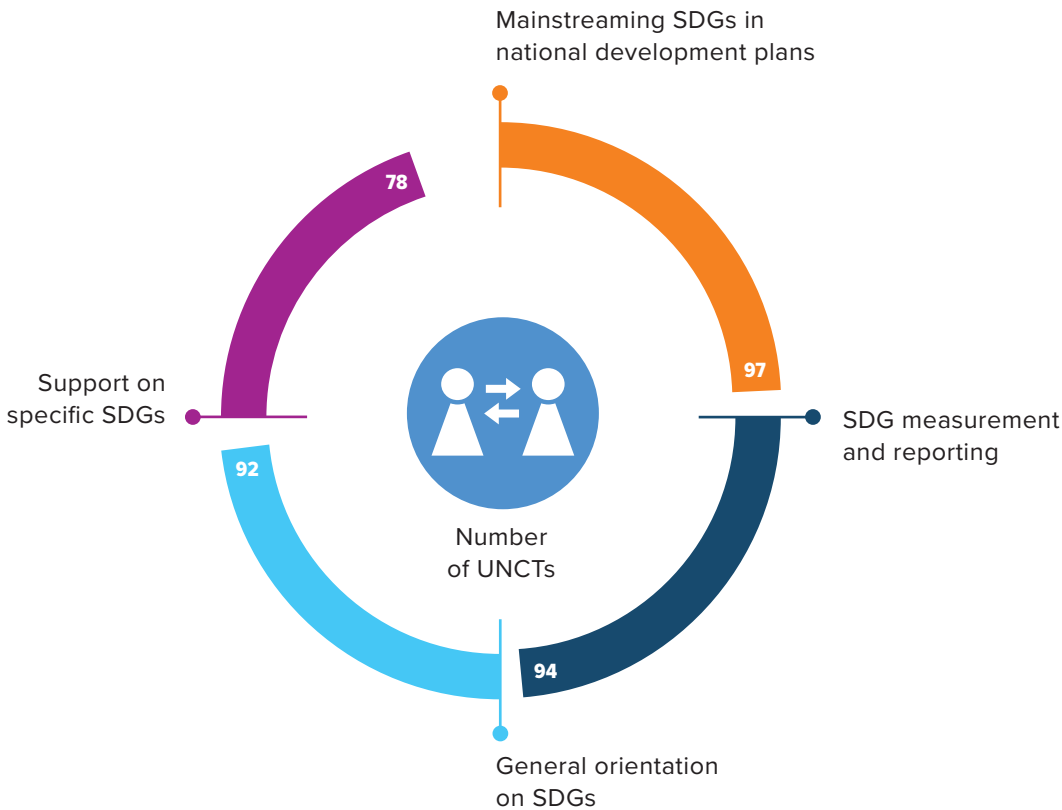
About 25 country-level pooled funds functioning under the overall leadership of the RC and national governments were operational in 2018. One-third of these funds focused on supporting the SDGs across the results groups of the country-specific UNDAFs, while other funds had a results framework targeting more specific SDG partnerships or health-related issues. In addition, RCs and UNCTs in countries emerging from crisis and conflict also used pooled funds to support the overall transition process. Overall, the UN's portfolio of development-focused pooled funds continued to grow, with total deposits estimated to have reached close to $950 million in 2018, an increase of over 34 per cent compared to the $706 million in deposits received in 2017, the baseline year for the UN funding compact.

BUSINESS OPERATIONS FOR DEVELOPMENT

The Secretary-General, in his December 2017 report, and in line with the mandate given by member States through Resolution A/72/L.52 and the 2016 QCPR, proposed the adoption of common back-office services and common premises with a set of ambitious targets. To take this agenda forward, the UNSDG Business Innovations Strategic Results Group (BIG) was set up in 2018, co-chaired by World Food Programme (WFP) and UN High Commissioner for Refugees (UNHCR). Whereas previously UNCTs had been focusing on incremental gains, in 2018 the focus of efforts shifted to promoting transformation through the consolidation of local and global service delivery and the UN development system's physical presence.
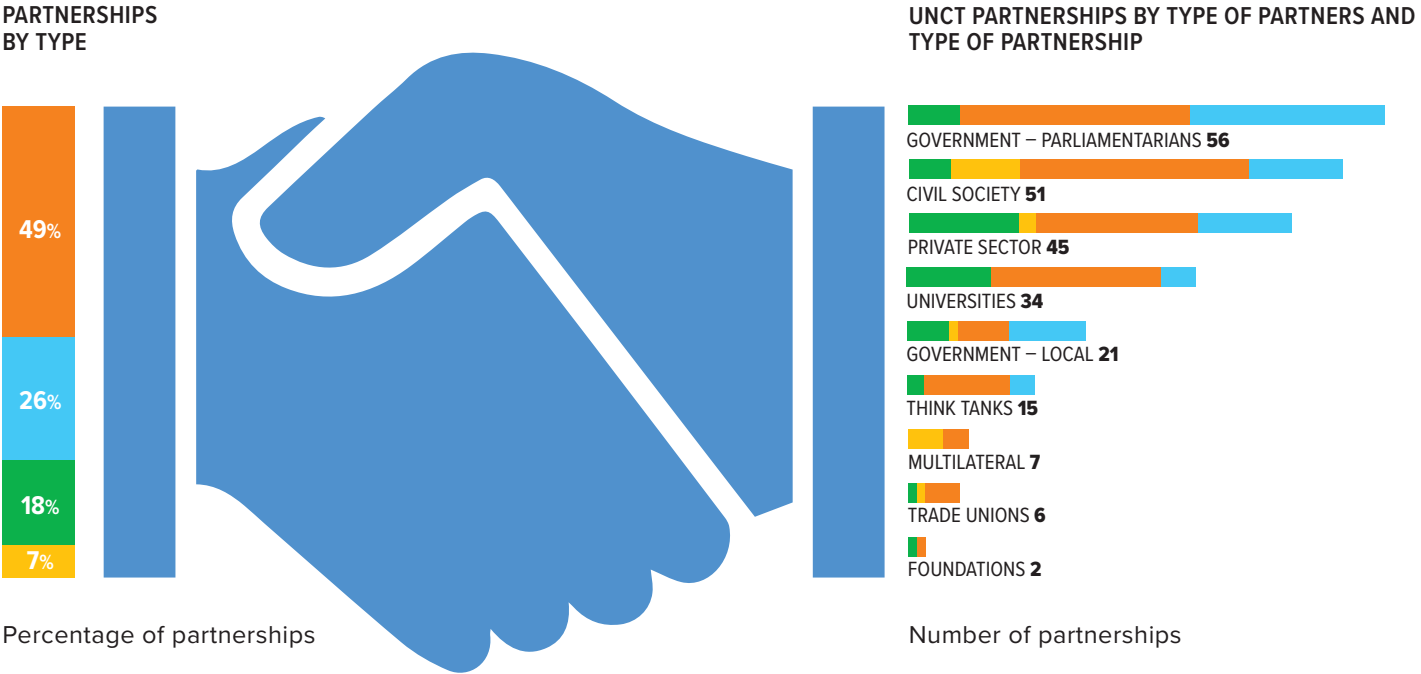
To advance the aim of harmonizing procedures, the BIG finalized Mutual Recognition, which allows entities to benefit from the most optimal contracts and services existing in the

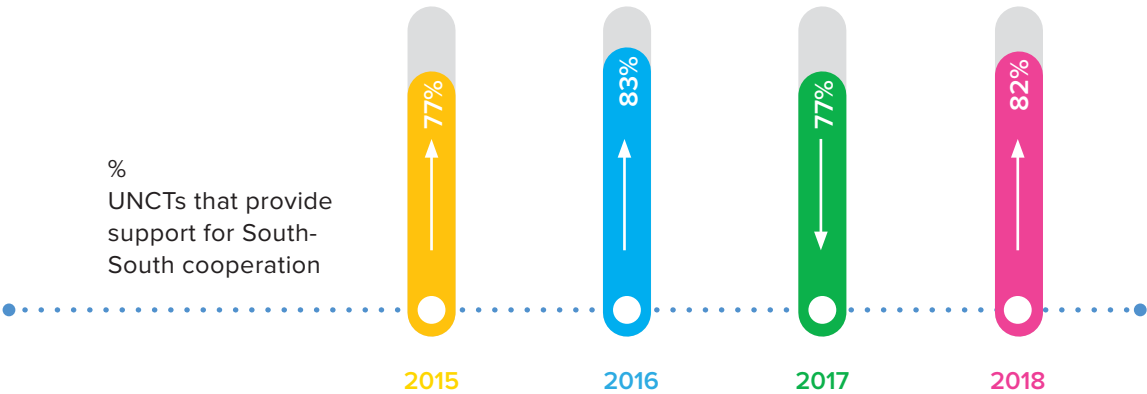## UNCTS PROVIDING SUPPORT TO PARTNER GOVERNMENTS ON SDGS

Mainstreaming SDGs in national development plans — 97

SDG measurement and reporting — 94

General orientation on SDGs — 92

Support on specific SDGs — 78

Number of UNCTs

UNCT PARTNERSHIPS BY TYPE OF PARTNERS AND TYPE OF PARTNERSHIP

- ● Formal commitment to SDG action (in an MOU or other agreement)
- ● In-kind contributions such as knowledge and technology for UN and/ or Government
- ● Funding of UN work
- ● UN-facilitated investment in national SDG achievement

PARTNERSHIPS BY TYPE

49%	
26%	
18%	
7%	

Percentage of partnerships

UNCT PARTNERSHIPS BY TYPE OF PARTNERS AND TYPE OF PARTNERSHIP

GOVERNMENT – PARLIAMENTARIANS **56**

CIVIL SOCIETY **51**

PRIVATE SECTOR **45**

UNIVERSITIES **34**

GOVERNMENT – LOCAL **21**

THINK TANKS **15**

MULTILATERAL **7**

TRADE UNIONS **6**

FOUNDATIONS **2**

Number of partnerships

UNCT SUPPORT FOR SOUTH-SOUTH COOPERATION

%
UNCTs that provide support for South-South cooperation

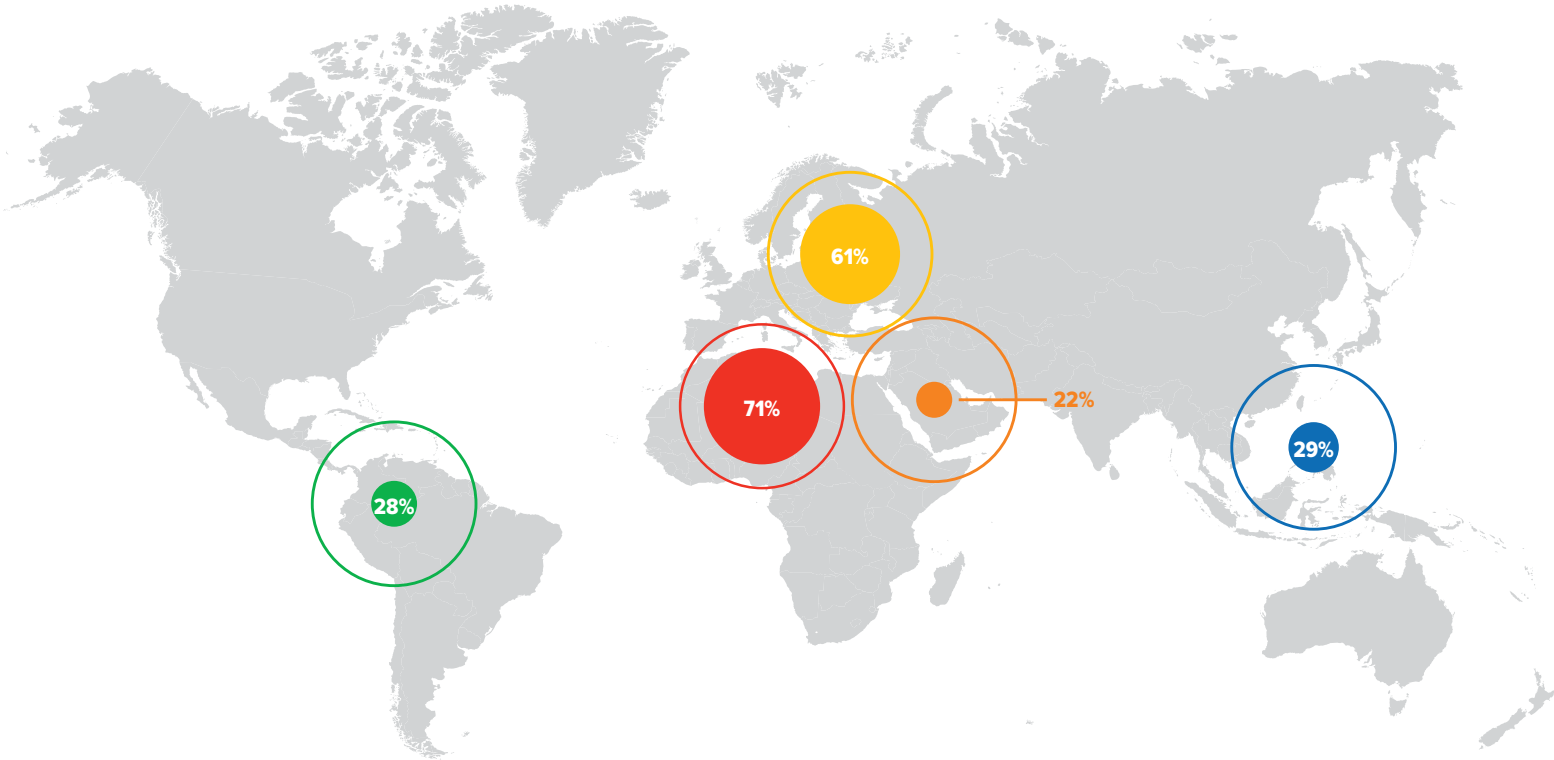| 2015	2016	2017	2018
77%	83%	77%	82%

UN system and to adopt them without having to duplicate administrative due diligence processes. So far, 12 entities have signed up to Mutual Recognition. They are the UN Secretariat, World Food Programme, UNHCR, UNDP, UNICEF, United Nations Population Fund (UNFPA), International Organization for Migration (IOM), World Health Organization (WHO), International Labour Organization (ILO), United Nations Office for Project Services (UNOPS), UN Women and the International Telecommunications Union (ITU).

Another UNSDG BIG-led effort is the work to locate UN offices in common premises. This is to enable better cooperation and coordination, and efficiency gains from consolidating service delivery within these premises. The Secretary-General has set the ambitious target that 50 percent of UN offices should be on common premises by 2021 - compared with 16 per cent in 2017. This requires a fundamental shift in approach. The new approach needs to be evidence-based and accordingly requires a strong understanding of system-wide data. In partnership with UNDSS, work is ongoing to ensure a system-wide database holding information about premises, and this early work has so far allowed us to identify the top 50 focus countries with the greatest opportunities for consolidation.

To promote reduced costs and increased quality of services, UNCTs made significant progress in scaling up Business Operations Strategies. By the end of 2018, 48 per cent of UNCTs had a business operations strategy (BOS), and several more countries had prepared one for 2019. This is an increase from 40 per cent in 2017. The rise was attributable
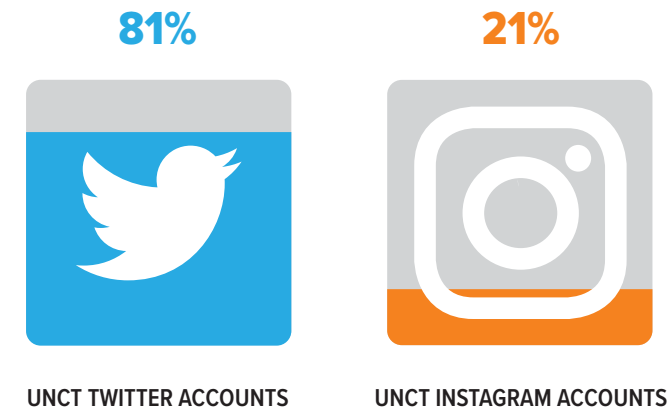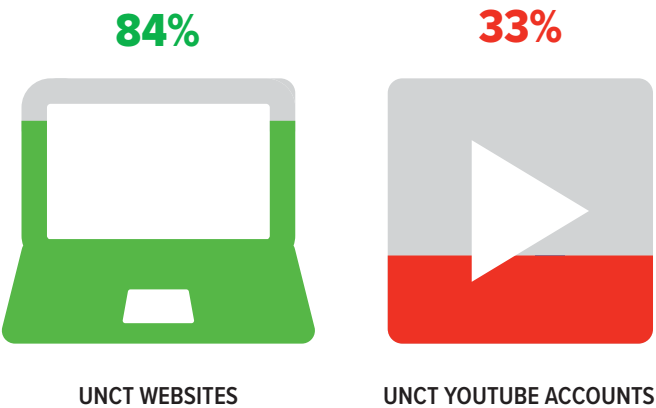
UNCTS WITH BUSINESS OPERATIONS STRATEGIES BY REGION

- ● Africa
- ● Arab States
- ● Asia Pacific
- ● Europe and Central Asia
- ● Latin America and the Caribbean

Percentage of UNCTs per region

UNCTS WITH SOCIAL MEDIA PRESENCE

Percentage of UNCTs

84%

UNCT WEBSITES

33%

UNCT YOUTUBE ACCOUNTS

81%

UNCT TWITTER ACCOUNTS

21%

UNCT INSTAGRAM ACCOUNTS

81%

UNCT FACEBOOK ACCOUNTS

to key UNSDG entities including implementation of the BOS in their strategic plans, as well as to leadership at global and regional levels.
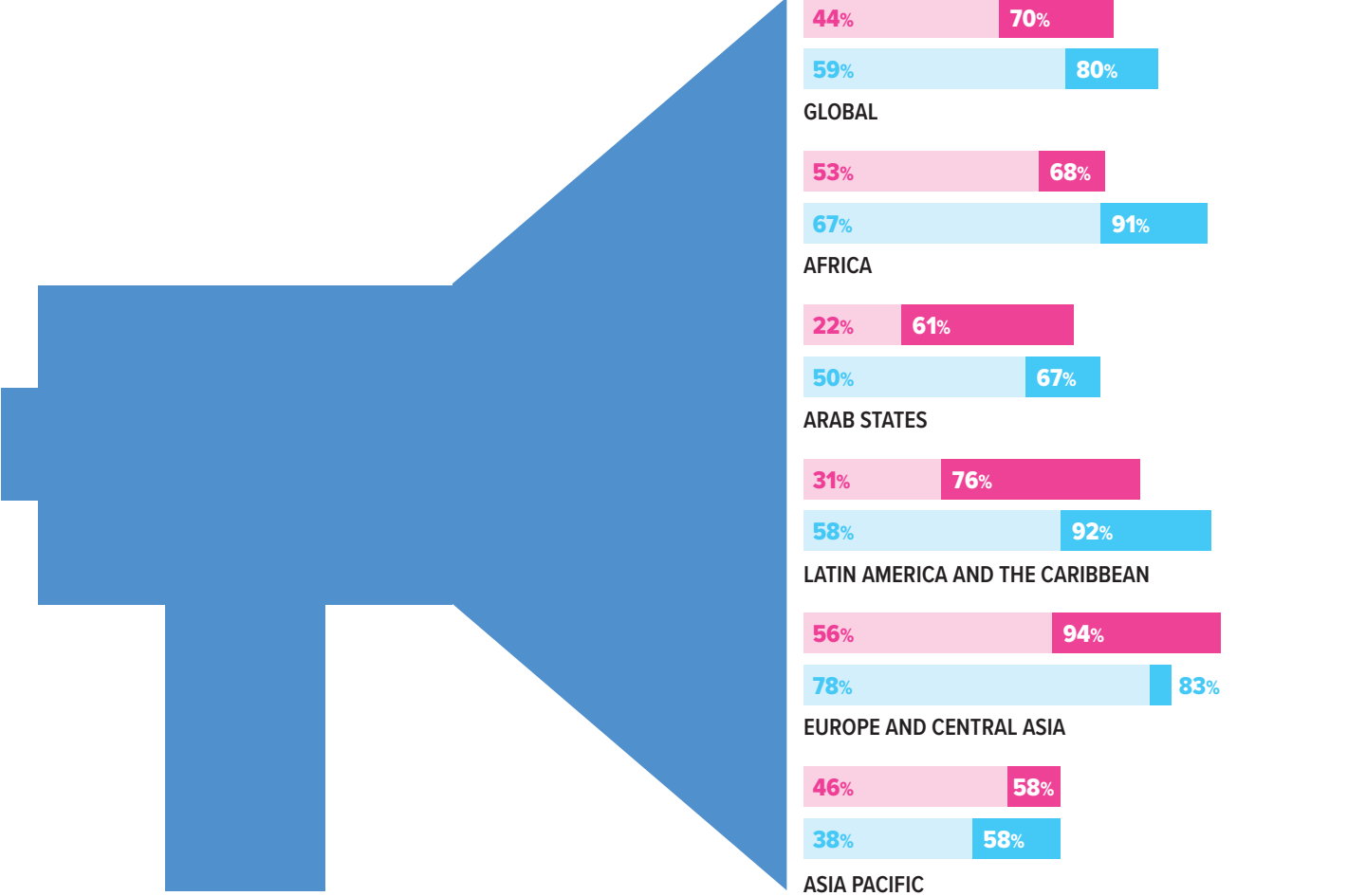
Regional UNSDG Teams and individual agencies supported the implementation of the strategies, recognizing how critical they are for UNCT operations. Regional UNSDG teams provide essential guidance and support to the development of BOS. In Latin America and the Caribbean, the Regional UNSDG Team promoted the development of business operations strategies at the country level by providing strategic guidance and technical support. As a result, seven UNCTs finalized their BOS (Barbados, Costa Rica, Guatemala, Jamaica, Panama, Peru and Paraguay) in 2018. The UNSDG work on the common back-office goes a step further than the cooperation model intrinsic to the BOS. Developed with reference to a range of different country typologies, the common back-office will consolidate internal support service delivery into fewer entities, or in some contexts, into only one. Testing of new models has started in 2019.
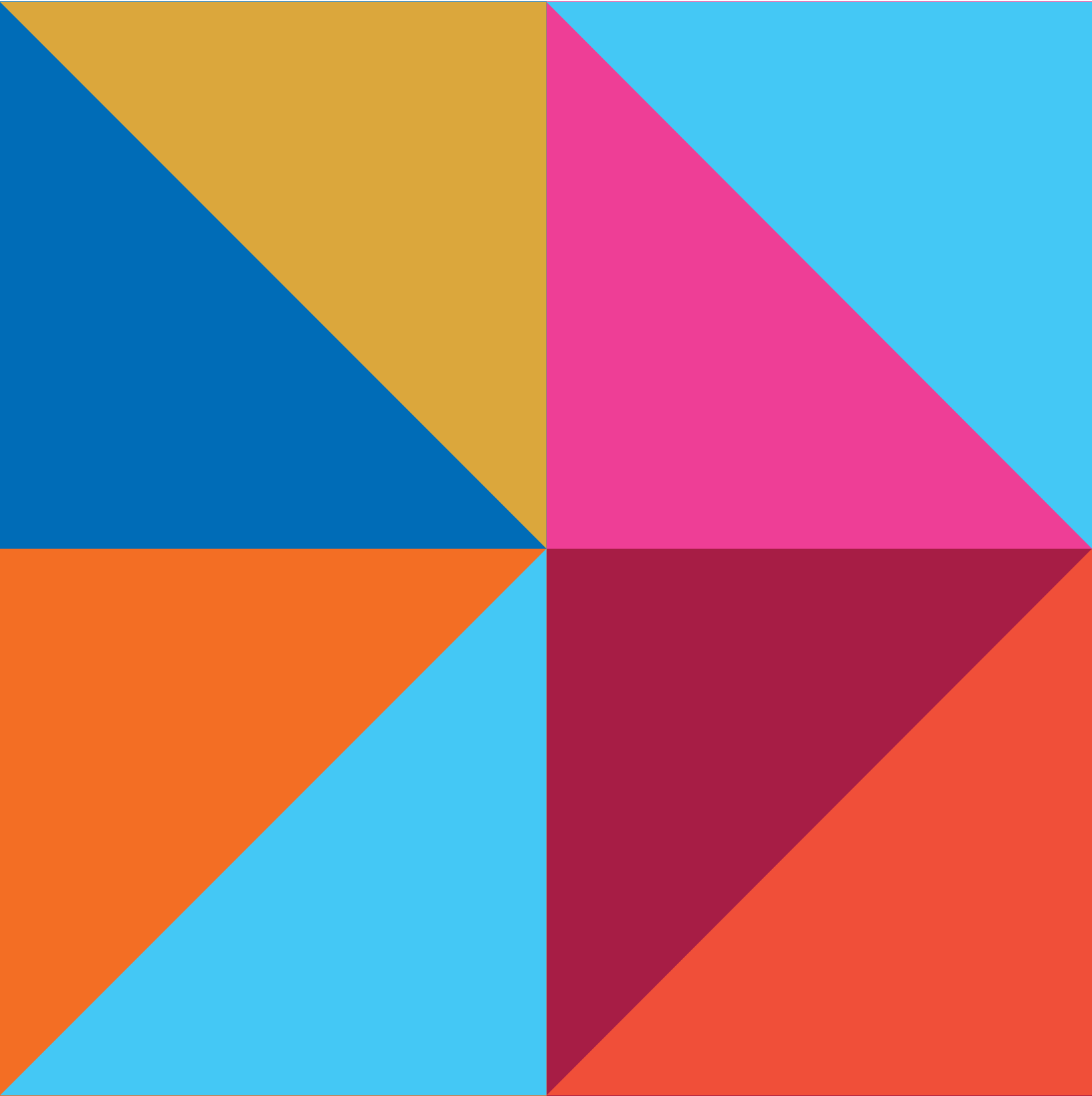
COMMUNICATION FOR DEVELOPMENT RESULTS

A common visual identity builds awareness of the UN and its central development mandate: to support countries to deliver on the 2030 Agenda. In 2018, UNDOCO coordinated efforts with the Department of Global Communications (then the Department of Public Information) and UNSDG entities to create a new common branding for UN country teams as well as a new branding for the UNSDG. The new visual identity combines the UN logo with the colours of the Sustainable Development Goals, sending the message that the SDGs are at the heart of what UNCTs and the UNSDG do. This followed an analysis which found that UNCTs' visual identities differed widely across countries. The common UNCT branding was approved by the UNSDG and presented to UNCTs, including UNICs, in October 2018.

UNCT PROGRESS IN COMMUNICATION COHERENCE

- ● Joint Communication Strategy based on UNDAF endorsed by UNCT
- ● Country Communications Group chaired by head of agency
- ● 2018
- ● 2015

Percentage of UNCTs

GLOBAL
- 44%
- 70%
- 59%
- 80%

AFRICA
- 53%
- 68%
- 67%
- 91%

ARAB STATES
- 22%
- 61%
- 50%
- 67%

LATIN AMERICA AND THE CARIBBEAN
- 31%
- 76%
- 58%
- 92%

EUROPE AND CENTRAL ASIA
- 56%
- 94%
- 78%
- 83%

ASIA PACIFIC
- 46%
- 58%
- 38%
- 58%

FINANCIAL REPORTING FOR 2018

THE UNSDG COST-SHARING AGREEMENT

This fiduciary report – the last to be published under the UNSDG cost-sharing agreement that preceded the SPTF – shows how funds were utilized in 2018 in support of the resident coordinator (RC) system. It shows that a funding gap persisted, amounting to $8.6 million in 2018. The UNSDG utilized the UN Country Coordination Fund (UNCCF) and the Delivering Together Facility as an interim measure to fill the shortfall in UNSDG resources for the UNSDG cost-sharing.

Despite the funding gap, all funds provided through the UNSDG cost-sharing mechanism were delivered at very high rates at the country, regional, and global levels – illustrating the high demand for these funds. This is in keeping with the high delivery levels reported for the preceding four years. The delivery rate across all levels (country, regional, and global) was 94 per cent in 2018.

The following financial report provides disaggregated financial information (staff/personnel costs and non-staff costs), as per the 2017 review of the UNSDG Cost-Sharing Agreement. The report disaggregates 2018 expenditures at country, regional, and global level. It shows that the bulk of expenditure was allocated to personnel costs, which accounted for 74 per cent of total expenditures. At the country and regional levels, the staff/personnel expenditure line includes all personnel regardless of the type of contract being used (i.e. the line includes expenditure relating to staff on fixed-term contracts, temporary appointments, service contracts, individual contracts, and UN volunteers). The non-staff expenditure lines for the country and regional levels include costs such as travel, vendor contracts, supplies and equipment. At the global level, the staff expenditure line refers to UN Development Operations Coordination Office (UNDOCO) staff, and the non-staff expenditure line includes all expenditures for UNSDG programme activities.

DISTRIBUTION OF CONTRIBUTIONS AMONGST PARTICIPATING UNSDG MEMBERS FOR 2018

The figure below shows the distribution of contributions received from participating UNSDG members for 2018. It shows the percentage share provided by each UNSDG member. Non-payments resulted in an $8.6 million shortfall in 2018. Launched in 2014, UNSDG cost-sharing funding complemented the core or "backbone" support which the UNDP provided to the RC system over and above its contribution to the cost-sharing up until December 2018.

These resources funded specific capacity at the global, regional and country levels. The UNDP backbone, which was funded from UNDP regular resources, included costs at the country, regional and global levels. There was no duplication between the functions funded by the UNDP backbone and the UNSDG cost-shared resources.
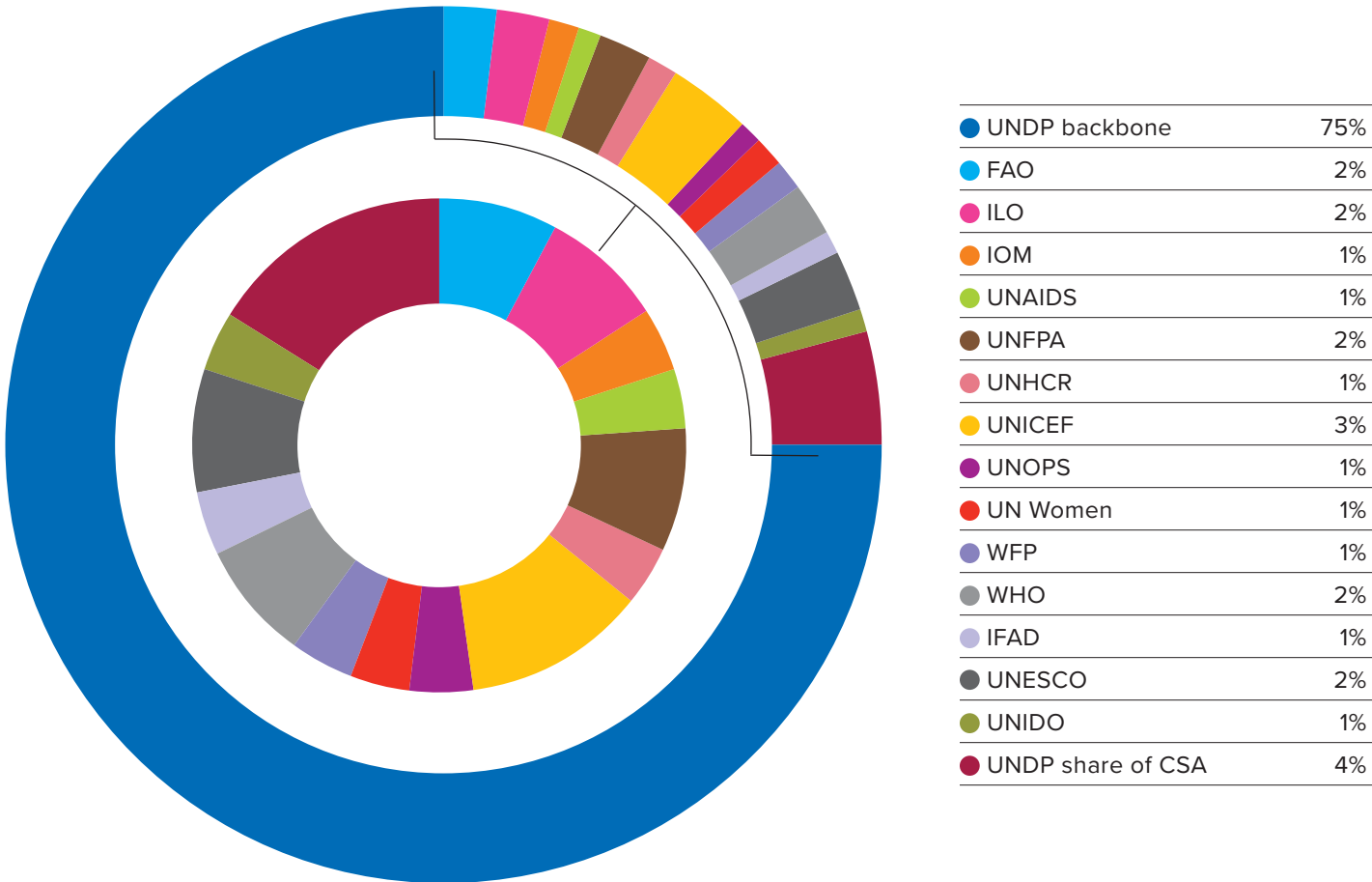

● UNDP backbone	75%
● FAO	2%
● ILO	2%
● IOM	1%
● UNAIDS	1%
● UNFPA	2%
● UNHCR	1%
● UNICEF	3%
● UNOPS	1%
● UN Women	1%
● WFP	1%
● WHO	2%
● IFAD	1%
● UNESCO	2%
● UNIDO	1%
● UNDP share of CSA	4%

TABLE 1. OVERALL BUDGET – 2018 ($ MILLION)

Country level	109.2
Regional level	3.4
Global level	9.9
	122.5

TABLE 2. 2018 RESOURCE OVERVIEW ($ MILLION) – UNDP BACKBONE EXCLUDING THE FUNDS MANAGED THROUGH UNDOCO

Contributions	75.9
Expenditures	69.0
Delivery rate	90.9%

TABLE 3. 2018 RESOURCE OVERVIEW ($ MILLION) – UNSDG COST SHARING PLUS THE PORTION OF THE UNDP BACKBONE MANAGED THROUGH UNDOCO

Contributions	46.7
Expenditures – Staff/personnel	32.4
Expenditures – Non-staff	11.5
Total expenditure	43.9
Delivery rate	94.0%

TABLE 5. COMBINED EXPENDITURE OF FUNDS ($ MILLION)

Total country	**34.2**
Staff/personnel[ii]	26.5
Non-staff	7.7
Total regional	**1.5**
Staff/personnel[iii]	1.0
Non-staff	0.5
Total global	**8.2**
Staff [iv]	4.8
Non-staff	3.4
Grand total	**43.9**

[ii] Excludes salaries of Resident Coordinators as funded directly by UNDP through UNDP backbone

[iii] Excludes six P4 staff funded directly by UNDP through UNDP backbone

[iv] Reduced delivery against budget due to staffing gaps/movements

TABLE 4. 2018 RESOURCE OVERVIEW ($ MILLION) – UNSDG COST-SHARING PLUS PORTION OF UNDP BACKBONE MANAGED THROUGH UNDOCO

	UNCCF[i]	Portion of the UNDP backbone managed by UNDOCO	UNSDG	DTF[i]	Total
Contributions	1.8	14.2	29.7	1.1	46.7
Total expenditure	1.6	13.3	28.1	0.9	43.9
Delivery rate	93.7%	93.9%	94.6%	84.3%	94.1%
% ratio of each fund vs. the total contributions	3.8%	30.4%	63.5%	2.3%	

[i] UNCCF and DTF utilized as an interim measure to fill gap in UNDG resources for the UNDG cost sharing.

TABLE 6. **UNSDG EXPENDITURES BY TYPE** [v]

Number of countries	Type	$ (million)
28[vi]	**Total crisis countries**	**14.9**
	Staff/personnel	12.4
	Non-staff	2.5
36	**Total low-income countries**	**7.3**
	Staff/personnel	4.9
	Non-staff	2.4
47	**Total lower-middle-Income countries**	**9.1**
	Staff/personnel	6.9
	Non-staff	2.2
14	**Total upper-middle-income countries**	**2.2**
	Staff/personnel	1.8
	Non-staff	0.4
6	**Total net contributing countries**	**0.7**
	Staff/personnel	0.5
	Non-staff	0.2
6	**Total regional UNSDG**	**1.5**
	Staff/personnel	1.1
	Non-staff	0.5
1	**Total global UNSDG**	**8.2**
	Staff	4.8
	Non-staff	3.4
Grand total		**43.9**

TABLE 7. **UNSDG CONTRIBUTIONS RECEIVED FOR 2018**

Contributing entity	Actual share ($)	Received ($)
FAO	2,349,326[vi]	2,150,000
ILO	2,173,424	2,173,424
IOM	1,560,000	1,560,000
UNAIDS	1,321,109	1,321,109
UNFPA	2,303,720	2,303,720
UNHCR	1,239,394	1,239,394
UNICEF	4,160,376	4,160,376
UNOPS	876,119	876,119
UN Women	1,320,280	1,320,280
WFP	1,456,539	1,456,539
WHO	3,489,055	2,600,000
IFAD	700,360	700,360
UNESCO	2,241,472	2,241,472
UNIDO	1,318,560	763,181
WMO	100,000	0
ITU	100,000	100,000
UNWTO	100,000	0
UNDP share of CSA	5,145,681	5,145,681
UN Secretariat[vii]	6,785,921	0
Total contributions	**38,741,336**	**30,111,655**
UNDG cost-sharing gap		**8,629,681**
UNDP backbone		**90,000,000**
Total contributions needed		**128,741,336**

The United Nations Sustainable Development Group (UNSDG) unites the 40 UN funds, programmes, specialized agencies, departments and offices that play a role in development.

At the country level, 131 UN Country Teams serving 162 countries and territories work together to increase the synergies and joint impact of the UN system.

The UN Development Coordination Office (DCO) serves as the secretariat for the UN Sustainable Development Group (UNSDG) at the regional and global levels. DCO provides managerial and oversight functions for resident coordinators. Its activities are advanced through collective ownership by the UNSDG. The Office acts as a key conduit for supporting the UN's activities for sustainable development, which inform policy, programme and operations on the ground.

For more information or queries, please contact the DCO Communications and Results Reporting Team (dcocommunications@un.org).