

Mapping of the UN regional assets

January, 2021

With the support of



Content

Introduction	3
Methodology	4
What does the UNDS regional level look like?	5
UNDS Regional Annual Budget and Funding	7
UNDS Regional Headcount	12
UNDS Regional Capacities and Knowledge Assets	15
Conclusions	19
Additional information of interest	21
Key reports of interest	24

Introduction

The purpose of this document is to analyze the regional assets where the UN works. Our goal is to get a holistic view and understand what the regional work is about, by mapping the assets and identifying who is doing what and where. In general, the level of complexity is high, and the following numbers are a first attempt to offer a common language within the five regions. The United Nations Development System (UNDS) works at three levels: global, regional, and national.

At the global level, the main reference is the Economic and Social Council (ECOSOC), which is responsible for executing studies and reports “with respect to international economic, social, cultural, educational, health, and related matters and may make recommendations with respect to any such matters to the General Assembly to the Members of the United Nations, and to the specialized agencies concerned” (art. 61). The General Assembly and the UN Secretariat also held activities in this field. The Secretariat includes the work of the Development Coordination Office (DCO), and the Members of the United Nations System

Chief Executives Board for Coordination (CEB), and it was established under the General Assembly.

This document is focused on the UN regional level. It is a draft of a future final report aimed to help the UNDS regional reform roll out its process.

According to our initial analysis, the UN makes three core contributions at the regional level:

- **Analytical** (data, research, analysis, advice).
- **Operational** (programme delivery and support).
- **Brokering** (bringing people and organizations together for a purpose).

At the regional level, there are [Regional Economic Commissions \(RECs\)](#) and [Agencies, Funds and Programmes \(AFPs\)](#). Each region has established its coordination structure, bringing together RECs and AFPs. At the national level, the local UN Country Offices - led by DCO offices - act as National Coordinators of the UN system in the country.

Methodology

The data analyzed in this report was provided by the regional UNDS institutions mentioned below and reflects the headcount and allocated budget picture as it was in April 2019¹. The information was collected through a survey, and virtual meetings and/or face to face consultations, with selected focal points in AFPs and RECs. Also, visits to the five UN regions during the first semester of 2019 were conducted.

By considering the different possible approaches to define which institutions should be counted as individual AFPs, the research focuses its attention on those having regional and/or subregional offices, reaching a final number of 19 AFPs, distributed in 36 countries, plus the five RECs offices across 27 countries.

AFPs and RECs included in this work.

5 RECs: ECLAC, ESCAP, ESCWA, UNECE, and UNECA.

19 AFPs: FAO, IFAD, ILO, IOM, OHCHR, UN Habitat, UN Office for Disaster Risk Reduction, UN Women, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, UNOPS, WFP, and WHO

The analysis of the data resulting from the survey and field collection was done by a team of experts, applying quantitative and qualitative analytical research tools. The final results were peer reviewed by a UN and non-UN group of experts.

While reading this work, three main issues must be considered:

- The research conducted and its results are focused on the UNDS regional level. Global and national structures of the system, such as UN Global Offices and Country Teams, were not considered.
- Each AFP and REC developed its own governance. Some had their management decentralized in subregional offices while others had only one regional office. The way

in which UNDS institutions raise additional funding (non-core budget funding) changes from one another. This also happens regarding funding records which may show different degrees of centralization/decentralization.

- These regional assets data analysis are being published for the first time, and it is an update of the mapping exercise done in 2019. Its main purpose is to highlight how the UNDS operates at the regional level in supporting countries, as a way to contribute to the ongoing UN reform process.

1. In total, 24 UN entities (REC+AFP) reported information about their regional assets. Simultaneously, 145 offices responded to at least one variable regarding their budget, and human resources.

What does the UNDS regional level look like?

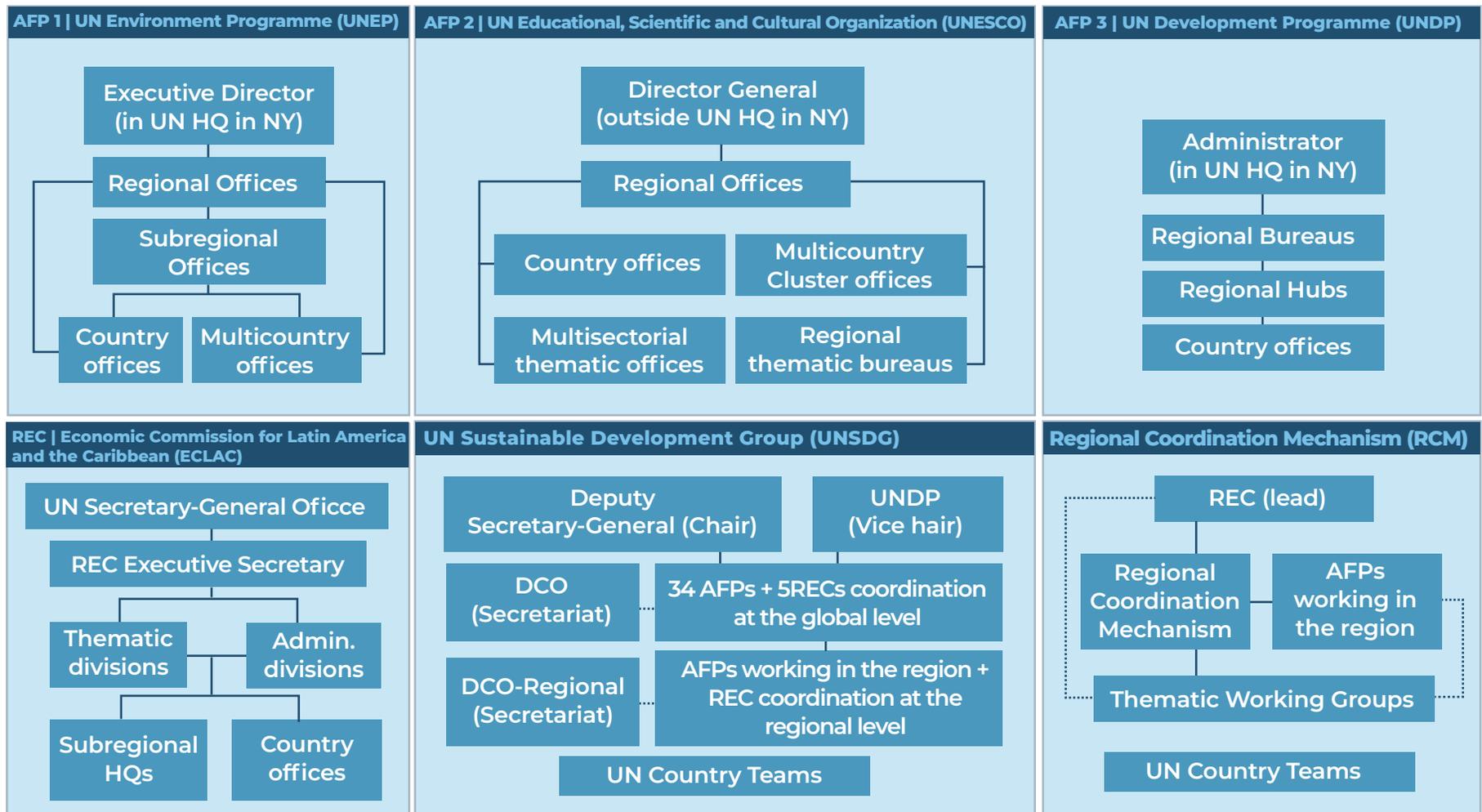
The UNDS organization is not easy to understand. At first sight, it is simple to recognize the RECs and AFPs as its main UN actors. However, when we delved into the regional structures, we found different internal coordination systems and ways in which AFPs organized their work, offices and assets.

Image 1. United Nations regional office around the world



As a brief introduction to this complexity, the following graphic illustrates some of the AFPs main regional governance structures.

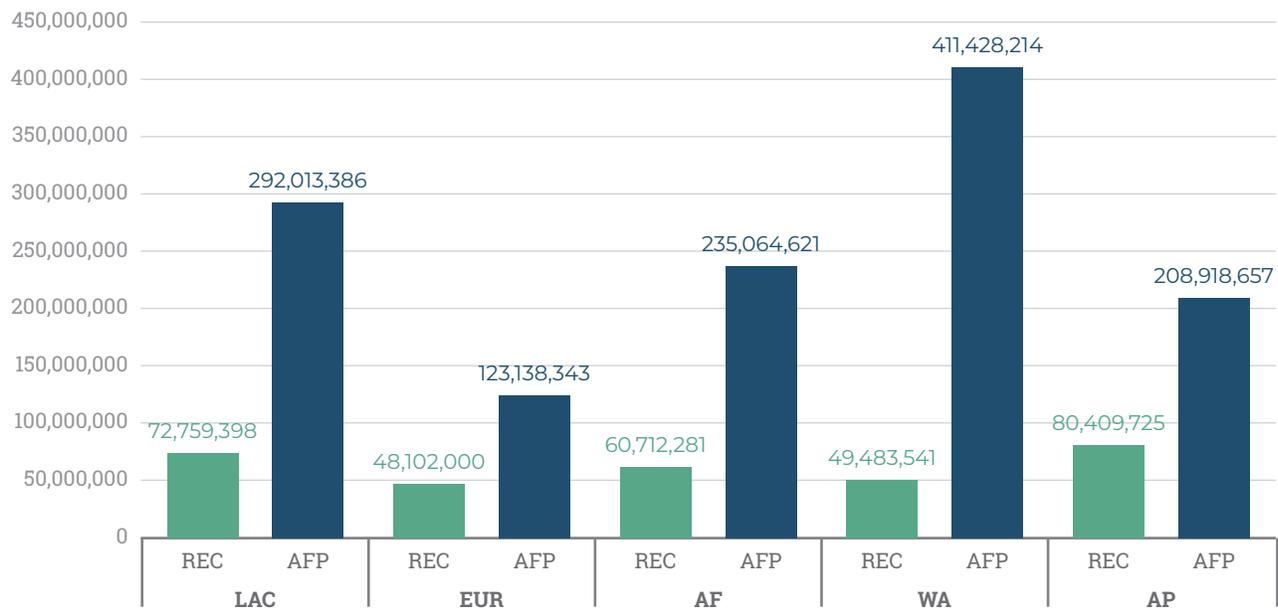
**Image 2. AFPs, RECs and Regional Coordination Mechanisms:
Examples of governance structures**



UNDS Regional Annual Budget and Funding

The [UNDS](#) total annual budget for regional activities is close to US \$1.6 billion, with [regional commissions](#) holding 19% (US \$311 million) of the budget, and [Agencies Funds and Programmes](#) receiving 81% (US \$1.3 billion). Almost 10,700 people work for the UN at regional level.

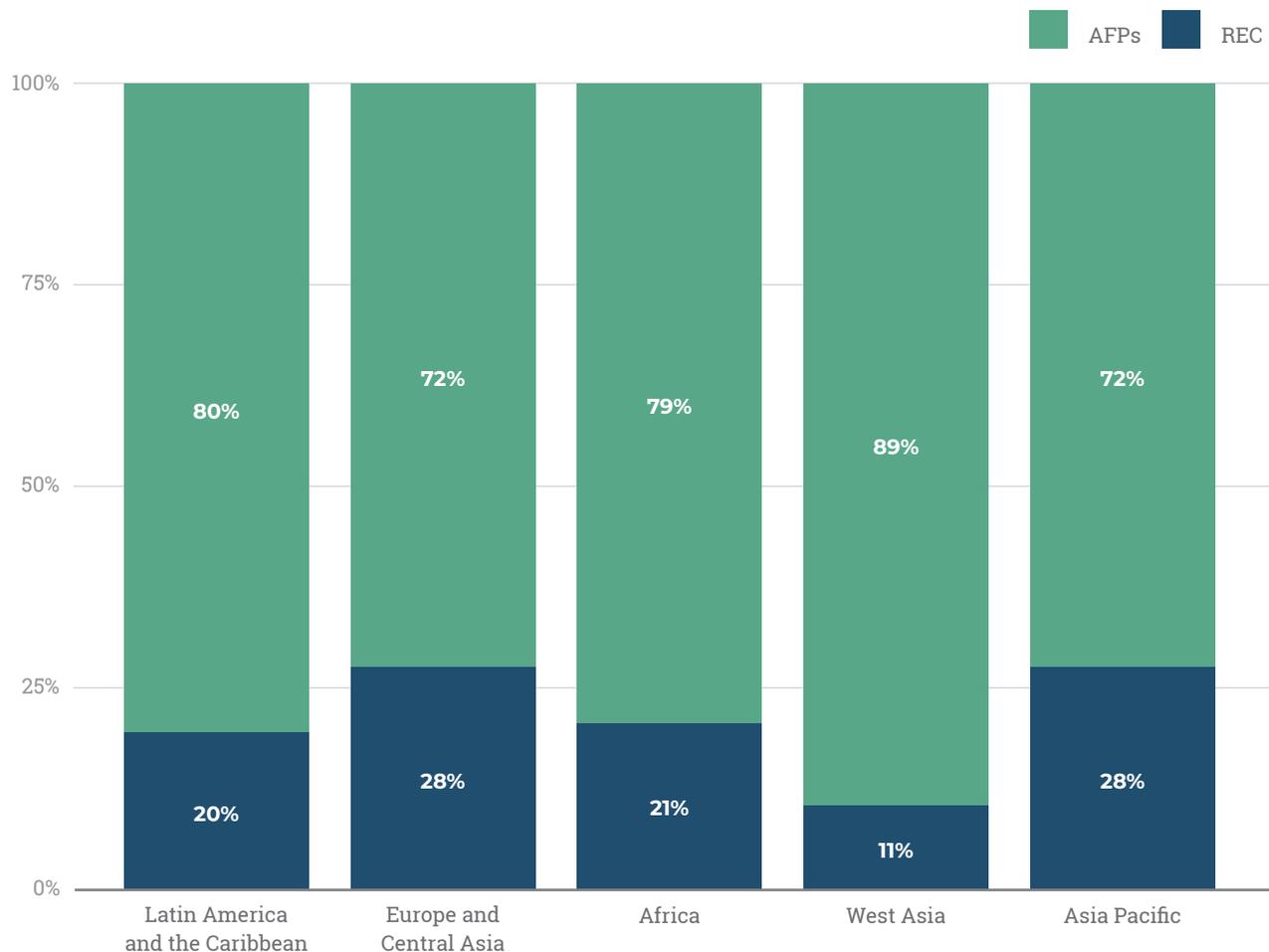
Graphic 1. Regional UNDS Annual Reported Budget (RECs and AFPs)



The region with the biggest budget is West Asia, which is significantly higher than the average per region, with AFPs in this region holding 89% of the regional budget.

On a [region by region basis](#), REC's budgetary range is between 11% and 28%, and AFP's budgetary range is between 72% and 89%.

Graphic 2. Budget per region (% RECs and AFPs)



The [gap](#) between the regional commission receiving the lowest and highest budget is 60%. The lowest being UNECE (US \$48 M) and the highest being ESCAP (US \$80 M).

Considering the data above, we can underline some regional specificities:

Latin America and the Caribbean (LAC)

Based on the information available, the annual budget for LAC to execute regional activities is US \$365 M spread between REC’s (20%) and AFP’s (80%). LAC hosts [34 regional offices](#), spread in 14 countries (which is high, even if there are two “hubs”: Panama and Chile), and has a total headcount of 1,892 people.

The Economic Commission for Latin America and the Caribbean (ECLAC) worked with an annual budget close to US \$73 M², has 8 offices and a headcount of 481 people. LAC’s AFPs operate through 26 offices in 16 countries, with an annual budget of US \$292 M³ and a headcount of 1,411 people.

Europe

Based on the information available, the annual budget for Europe and Central Asia to execute regional activities is US \$171 M spread between REC's (28%) and AFP's (72%). Europe and Central Asia host [20 regional offices](#), spread in 9 countries, and has a total headcount of 1,892 people.

The United Nations Economic Commission for Europe (UNECE) worked with an annual budget close to US \$48 M⁴, has two offices in two countries and a headcount of 550 people. Europe and Central Asia's AFPs operate through 18 offices, with an annual budget of US \$123 M⁵ and a headcount of 524 people.

Africa

Based on the information available, the annual budget for Africa to execute regional activities is US \$295 M spread between REC's (20%) and AFP's (80%). Africa hosts [34 regional offices](#), spread in 13 countries, and has a total headcount of 2,602 people.

The United Nations Economic Commission for Africa (UNECA) worked with an annual budget close to US \$61 M⁶, has seven offices and a headcount of 968 people. Africa's AFPs operate through 27 offices, with an annual budget of US \$235 M⁷ and a headcount of 1,634 people. There is a high amount of offices in Kenya and South Africa.

West Asia

Based on the information available, the annual budget for West Asia to execute regional activities is US \$460 M spread between REC's (11%) and AFP's (89%). West Asia hosts [20 regional offices](#), spread in 5 countries, and has a total headcount of 1,848 people, with a high number of offices in Egypt.

The United Nations Economic and Social Commission for West Asia (ESCWA) worked with an annual budget close to US \$50 M⁸, has two offices and a headcount of 268 people. West Asia's AFPs operate through 18 offices, with an annual budget of US \$411 M⁹ and a headcount of 1,580 people.

Asia Pacific

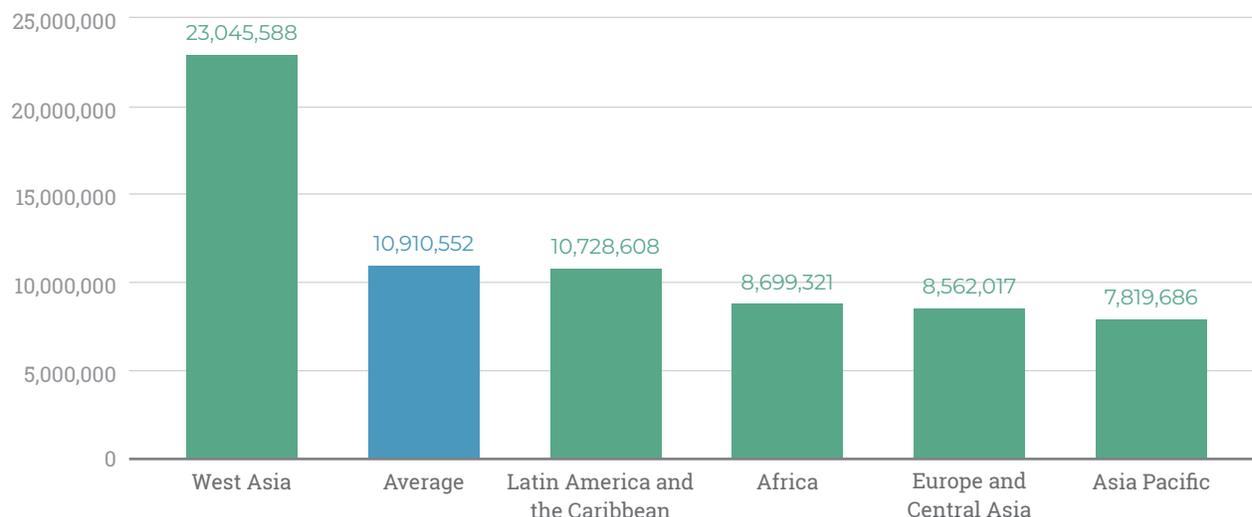
Based on the information available, the annual budget for Asia Pacific to execute regional activities is US \$290 M spread between REC's (28%) and AFP's (72%). Asia Pacific hosts [37 regional offices](#), spread in 14 countries, has a total headcount of 3,267 people and has a hub in Thailand.

The United Nations Economic Commission for Asia and the Pacific (ESCAP) worked with an annual budget close to US \$80 M¹⁰, has 11 offices in nine different countries and a headcount of 1,267 people. Asia Pacific's AFPs operate through 26 offices in 10 countries, with an annual budget of US \$209 M¹¹ and a headcount of 2,000 people.

-
2. 79% coming from the core budget and 21% from additional funds.
 3. 73% coming from the core budget and 17% from additional funds.
 4. 65% coming from the core budget and 35% from additional funds.
 5. 45% coming from the core budget and 55% from additional funds.
 6. 90% coming from the core budget and 10% from additional funds.
 7. 57% coming from the core budget and 43% from additional funds.
 8. 93% coming from the core budget and 7% from additional funds.
 9. 44% coming from the core budget and 56% from additional funds.
 10. 75% coming from the core budget and 25% from additional funds.
 11. 65% coming from the core budget and 35% from additional funds.

The following chart shows the result of disaggregating the total budget per region and takes into account the number of the UNDS offices that reported information in each of them.

Graphic 3. Reported Budget (per office)



Note: This graphic shows the result of dividing each regional annual budget reported into the number of UNDS offices reported in each region. West Asia (20 offices); LAC (34 offices); Europe and Central Asia (20 offices); Africa (34 offices); and Asia Pacific (37 offices).

Within Agencies, Funds and Programmes, the [gap](#) between the AFP receiving the lowest and highest budget is 30%, the highest being West Asia (US \$411 M) and the lowest being Europe (US \$123 M).

In Latin America and the Caribbean (LAC), FAO is the Agency with the biggest annual budget. FAO is the Agency receiving the most core budget in LAC, Europe, and it is in the top five

Agencies in Africa, West Asia and Asia Pacific. FAO is also the Agency receiving the most additional funding in LAC and Asia Pacific, and it is in the top five in Europe, Africa and West Asia. However, the UN Habitat Regional Office in Cairo, Egypt, is the regional office receiving more core-funded budget resources (US \$50 M). UNAIDS is receiving less budget support in two of the five regions, and also at the aggregated level.

Table 1. AFP more and less funded by core funding in each region

Region	Most funded	Least funded
LAC	FAO Regional Office (Santiago, Chile) US \$21 M	UNEP Subregional Office (Mexico City, Mexico) US \$228 K
Africa	WFP (Dakar, Nairobi and Johannesburg) US \$31 M	UNDP Sub Regional Platform (Dakar, Senegal) US \$300 K
Asia Pacific	WHO Regional Office (Manila, Philippines) US \$41 M	UNAIDS Regional Office (Bangkok, Thailand) US \$800 K
West Asia	UN Habitat Regional Office (Cairo, Egypt) US \$50 M	UNAIDS Regional Office (Cairo, Egypt) US \$500 K
Europe	FAO Regional Office (Budapest, Hungary) US \$14 M	UNDP Regional Office (NY, United States) US \$600 K

By only taking into account the budget information received within this mapping exercise, it is not possible to provide a concrete explanation to the stark differences between resources allocation to different regional offices. A possible hypothesis is that different regional offices that serve different functions, require different budgets, having in mind the

different costs associated with their activities. A second hypothesis is that the table is showing an accounting picture coming from assorted budget allocation methods among agencies. A third possible explanation could be related to the variety of regional structures, advocacy power, historical record of success and each regional/global socio-economic dynamic.

Table 2. AFP more funded by additional funding in each region

Region	Most funded
LAC	FAO Regional Office (<i>Santiago, Chile</i>) US \$18 M
Africa	UNEP Regional Office (<i>Nairobi, Kenya</i>) US \$27 M
Asia Pacific	FAO Regional Office (<i>Bangkok, Thailand</i>) US \$20 M
West Asia	UNICEF Regional Office (<i>Amman, Jordan</i>) US \$123 M ILO Regional Office (<i>Beirut, Lebanon</i>) US \$9 M
Europe	IOM Regional Office (<i>Brussels, Belgium</i>) US \$19 M

The *SDG 2: Zero Hunger*, seems to be a regional priority for the UN delivery worldwide, adding value to the national work towards achieving this SDG.

Regarding budget allocations (core and additional), the environmental pillar of sustainable development seems to be left behind by the regional level of the UN. UNEP is not part of the top 10 core budget recipients in any of the five regions.

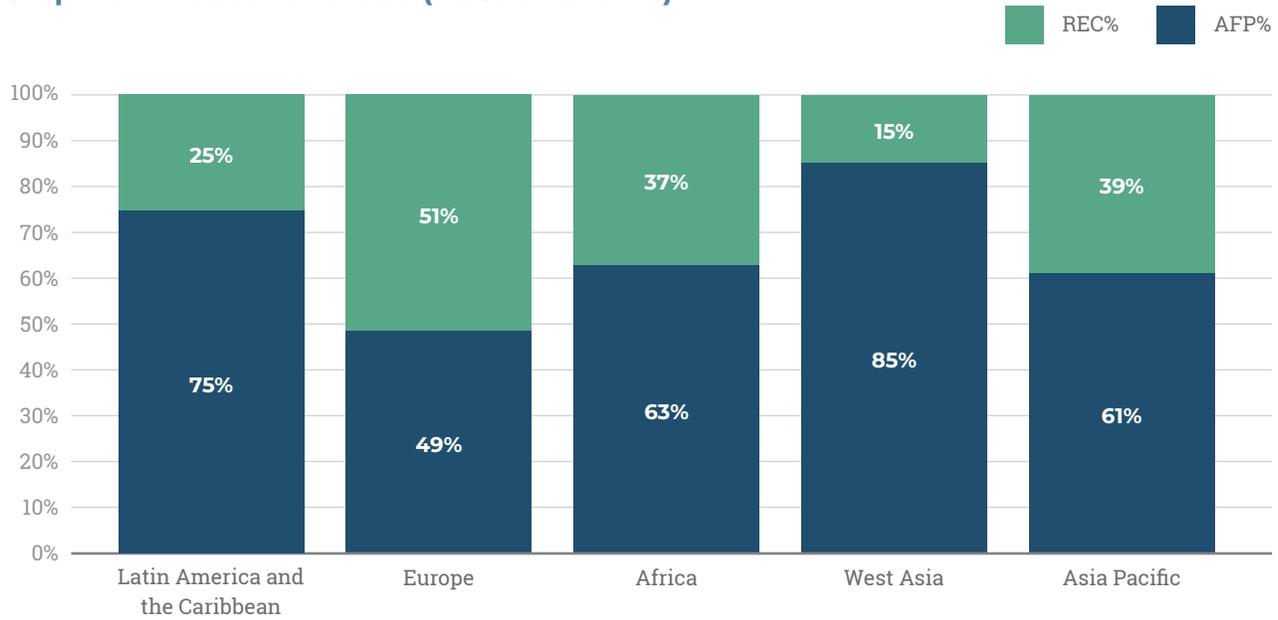
UNDS regional headcount

According to the information provided by the AFPs and RECs in 2019, [10,780 people](#) work at the regional level, 7,949 of them are permanent staff, while 2,831 are provisional contractors.

The ratio between the headcount working for AFP and REC in the five regions does not make

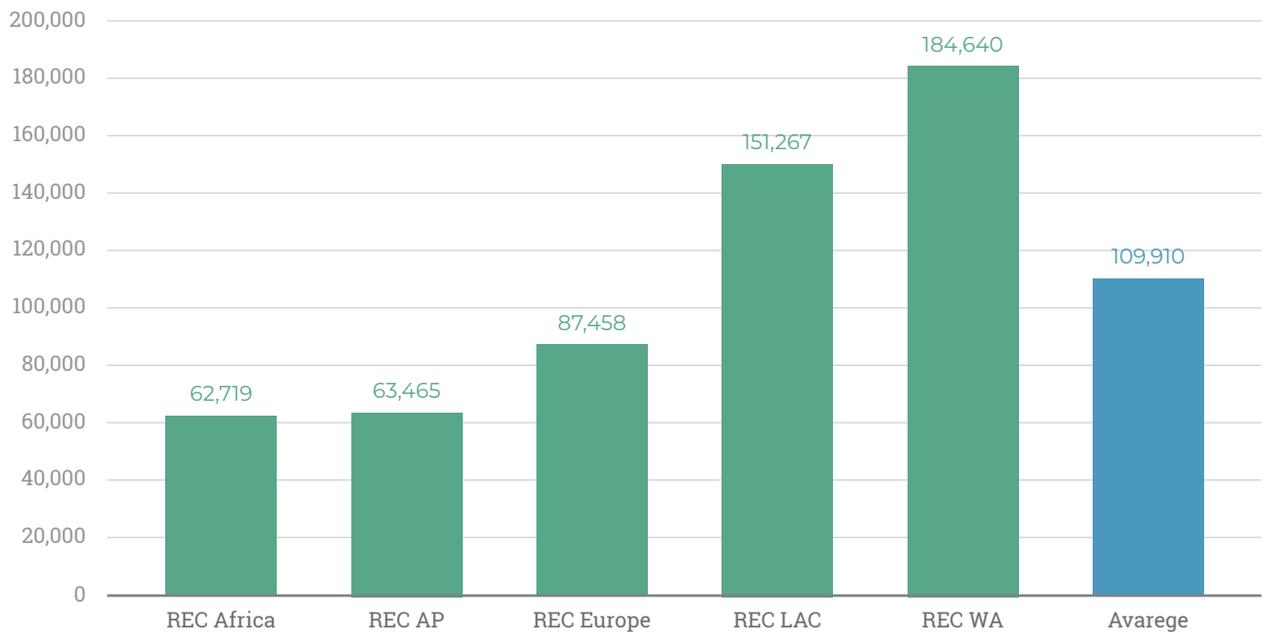
sense. In West Asia, AFP's represent 85% of the total headcount of the people working in this region. On the other hand, Europe shows a headcount distribution balance, having 49% for AFP and 51% for REC. Europe is the only region that has more people working in REC compared to AFP.

Graphic 4. Headcount ratio (RECs and AFPs)

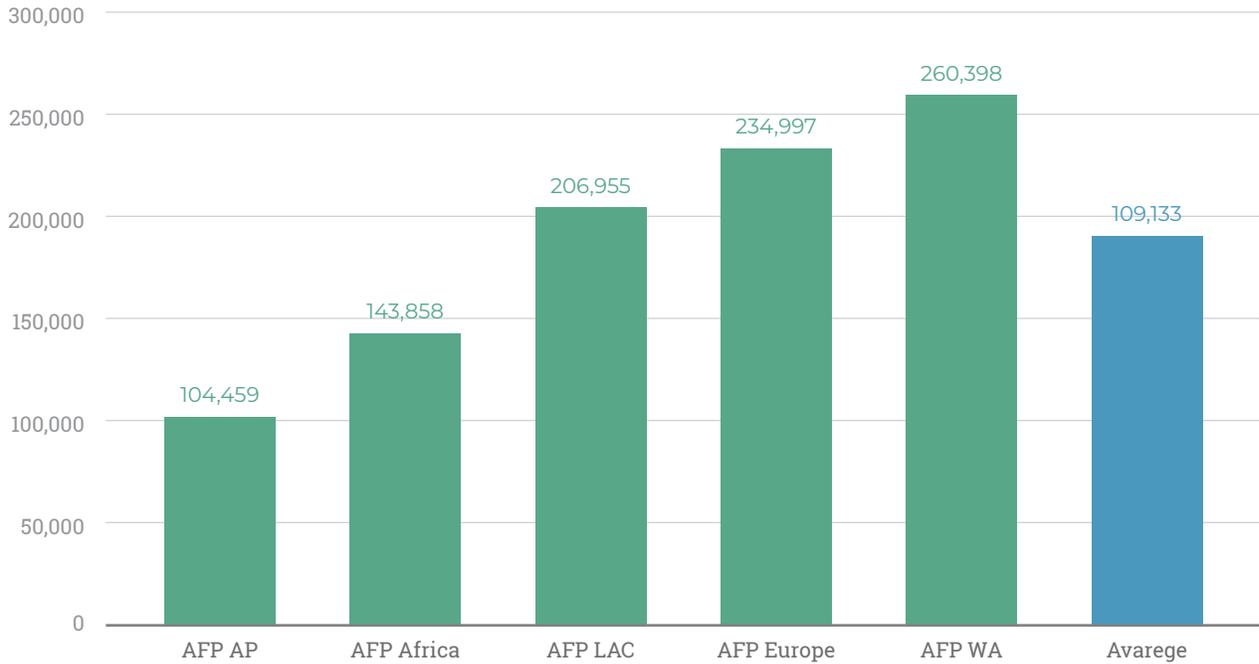


On a region by region basis, we found the following result:

Graphic 5. RECs budget per headcount



Graphic 6. AFPs budget per headcount



Assuming the total budget of UNDS entities is used towards salaries and fees of people who work in the region, we can conclude the following:

- On average, the annual headcount budget of AFPs is significantly higher compared to RECs.
- West Asia’s headcount is the most expensive, both for RECs and AFPs. West Asia’s headcount is more expensive than both Asia Pacific and Africa combined, both for RECs and AFPs (a higher disproportion is present in RECs). RECs in Africa and Asia Pacific receive around a third of the budget compared to what the headcount in West Asia receives.
- The regions with the lowest headcount cost are those with more offices and those present

in a higher number of countries. There is an inverse relationship between the cost of headcount and the number of offices and countries where there is a regional presence of the UNDS. West Asia has 20 offices in 5 countries, way below the 34 offices in 13 African countries and 37 offices in 14 Asia Pacific countries.

- In ESCWA, the UN Region with the highest annual budget headcount, there are few low and middle-income countries (14). On the contrary, UNECA is the REC with the smallest budget and the second lowest annual ratio for AFP budget annual headcount ratio, while it includes the highest number of low and middle-income countries (44).

UNDS Regional Capacities and Knowledge Assets

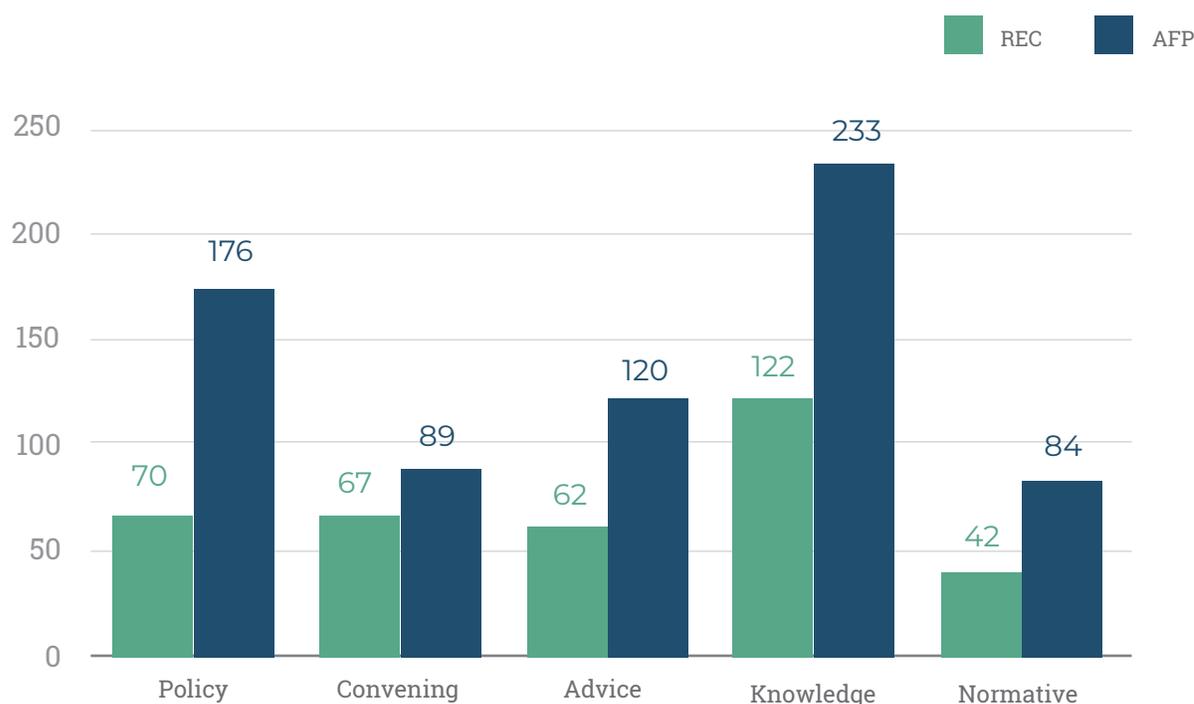
In order to have a broad perspective of the UNDS work at the regional level, it is appropriate to consider the budget and headcount information along with the regional capacities and assets analysis, to identify which weaknesses, strengths and challenges the regional UN Development System has.

Key findings on assets capacities and knowledge

The data provided under this chapter is the result of a UN regional system official survey¹² conducted as part of the research.

Based on the information collected, knowledge is recognized as the main asset of the regional level of the UN; normative being the less developed. The regional commissions are also known for its policy power, whereas the Agencies, Funds and Programs are best known for its advising asset, as shown in graphic 7.

Graphic 7. UNDS self-perception of the regional main assets (according to survey responses)



12. 49 UN entities provide answers related to knowledge, capacities, products and services (44 AFP and 5 REC)

While RECs main strength relies on their capacities to produce and analyze data, each regional commission has developed its own expertise.

- In Africa, ECA is recognized for its robust information management system allowing ECA to produce knowledge and share targeted information.
- Out of all RECs, ECLAC is characterized by having the strongest integrated and multidisciplinary applied research and analysis on development, and a remarkable capacity to generate policy advice, as reflected by its contribution to development thinking history since the center-periphery structuralist analysis in the 70's to the current "Big Environmental Push." This wealth of knowledge relies on a multidisciplinary and highly skilled staff on different development areas and its highly specialized knowledge. ECLAC's ability to recognize and lure experts and students to summer school courses contributes to sustaining its staff's profiles and skills.
- ESCAP is distinguished for its knowledge generation capacity. ESCAP's in-house expertise is one of their main assets, just like ECLAC. Outcomes of ESCAP's research are presented as knowledge products, ranging from technical papers to web-hosted databases. With a trustworthy relation with its member states, ESCAP's production promotes national, subregional, and regional capacity building.
- ESCWA adopted a more widening approach to work with its member countries. It has no specific ability; instead, it has developed capacities in knowledge sharing, technical and operational support, and national capacity building. It is relevant to highlight that ESCWA has developed medical expertise to better support its member states in that area. ESCWA does not report any weakness.
- As a region mainly integrated by developed states, ECE acts primarily as a center for sharing information provided by countries and compiling it in regional statistics. Thus, knowledge sharing emerges as its central capability. ECE does not report any weakness.

Beyond those strengths, the following are three identified areas of weaknesses in RECs:

- ECLAC and ECA refer to issues linked to resource limitations. The first mentions they have to face increasing demands from the Member States within existing or even decreasing resources, while the latter highlights the lack of sufficient alignment between ECA and UN HQ affects the use of limited resources agility.
- In a different approach, ESCAP underlines it has to develop a better understanding of how Member States use their knowledge products to tailor to each country specific capabilities and needs.

Graphic 8. AFPs working at the regional and subregional levels main weaknesses categorization



Based on the information received from the 47 AFPs, the evidence clearly points to internal human capacities to deliver at the regional level.

Graphic 9. Office work capacity relay on internal human resources (number of offices)

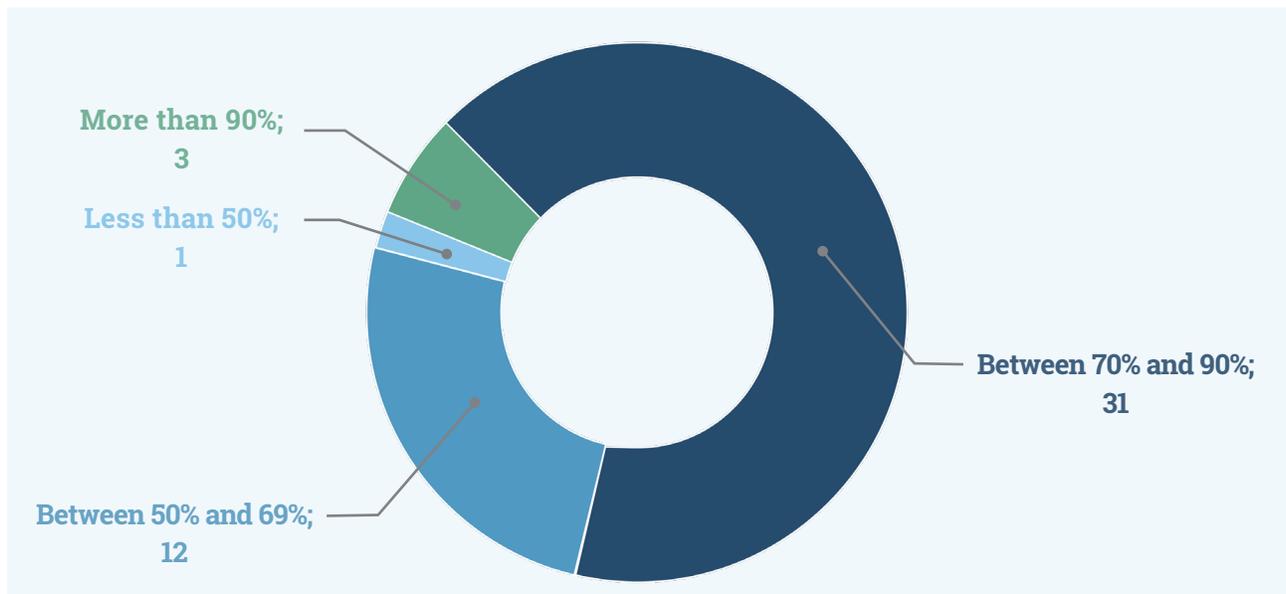


Table 3. Offices with higher and lower internal human resources relay percentage

	Office (Region)	%
Highest %	ILO Regional Office (Europe and Central Asia)	100
	UNODC Regional Office (Central America and the Caribbean)	95
	UNODC Country Office (Colombia)	95
Lowest %	UNFPA Regional Office (Asia and the Pacific)	50
	UNAIDS Regional Office (Eastern and Southern Africa)	50
	ILO Regional Office (LAC)	50
	UNEP Regional Office (Asia and the Pacific)	50
	UNEP Regional Office (LAC)	50
	UNEP Regional Office (West Asia)	50
	UNESCO Regional Bureau for Sciences and Culture (Europe and North America)	50
	UN Habitat Regional Office (Asia and the Pacific)	50
	UNESCO Regional Bureau for Culture (LAC)	40

Finally, it is important to note RECs and AFPs point out knowledge as the UNDS' primary asset.

Considering the Secretary-General reform proposal regarding recommendation #2, which aims to establish "strong regional knowledge hubs in each region," the fact knowledge cannot be broken into regional segments should be considered.

Knowledge is a transboundary asset. For this reason, during the roll out of the Secretary-

General's second recommendation -which will be led by RECs and DCOs-, knowledge hubs should be understood as a part of a global network of the UNDS knowledge sharing, far beyond each regional gateway.

Thus, the regional hubs become vehicles through which UNDS' knowledge as a whole, can reach every country, no matter where it is located, supporting them in the 2030 Agenda implementation.

Conclusions

This mapping exercise is the only existing source with accurate data information about the UN regional level. It should be considered the first step in a long road. RECs and AFPs must update regional information, while the UN Secretary-General proposed reform rolls out, especially taking into account the changing dynamics year by year which end up affecting the assets. There are many obstacles to overcome.

1. There is no unified reporting scheme which makes it difficult -if not impossible- to compare the data.
2. The different institutional models make any attempt to compare RECs and AFPs information harder, even in cases where it is understandable and even desirable for an AFP to adopt a governance structure aligned to its specific area of work.
3. Regional UN statistics are available through the [UN System Chief Executive Board for Coordination](#) (CEB), for example. However, the data is reported under the current [UN Statistical Commission M-49 standards](#), in which regions are defined only on a geographic basis. As a result, the United States and Canada are part of the Americas Region. This means the regional information available is not aligned with the five UN Economic Regions. Moreover, in order to cover these fields of work, AFPs have created different regions and subregions. The final result is a plurality of overlapped regional maps.
4. The UNDS cost at the regional level was minimal in 2019: USD 1.6 billion adding core and additional funds. During the same year, the UN total budget amount was USD 57 billion (including the Department of Peacekeeping Operations, which accounted for about USD 7.5 billion according to the CEB, its lowest amount in the last decade).
5. Differences in funding between the five UN regions and in them are difficult to estimate. In 2019, ESCAP got near USD 80.5 million (core + additional funding), while ESCWA received almost 49.5 million. Nevertheless, only two agencies in the ESCWA region reported their funds, against 11 in ESCAP. It is important to note that some ESCWA countries are also, ECE countries. In these cases, the regional funds counting becomes even more complicated. There is not enough geographically disaggregated data to carry out that exercise.
6. FAO and the WFP are the two regional AFPs with the most funds by the core budget. It could create a bias in the UNDS regional system towards certain SDGs and targets strongly related to food and agriculture. At the same time, FAO, UNICEF, and UNEP regional offices are the primary additional funds' destiny. It could be due to the topic of its work areas (food, children, environment), but more research should be done to confirm this hypothesis.
7. Although AFPs receive more funds than RECs, they have shown a higher headcount with the only exception of ECE. ECLAC represents 75% of Latin America

and the Caribbean headcount, and ECSWA represents 85% of the Western Asia UNDS regional system. This disbalance results in AFPs budget per headcount average of USD 190,133, in opposition to a RECs budget per headcount average of USD 109,910 (-42%).

8. The highest number of low and middle-income countries is in Africa and the Asia Pacific region (44 and 41 countries respectively). There should be more impact coming from the regional UNDS system in those countries. However, we found that the budget distribution for the AFPs headcount in both regions is relatively low compared to the others.

9. Knowledge is assumed as the key UNDS regional level asset, shared between RECs and AFPs. Policy power is the main asset at RECs, whereas AFPs are its head advising capabilities. Convening and normative assets were also highlighted both by RECs and AFPs.

10. Two main groups of weaknesses impact the UNDS regional work: information and lack of resources related capacities. According to AFPs, the regional system's critical flaw is an insufficient knowledge sharing between institutions, followed by a lack of funding and human resources. It is interesting to note UN staff also pointed out the lack of field presence and a low awareness among AFPs' obstacles at work in the countries.

11. Each AFP's capacity to rely upon its own human resources to do their work, changes considerably from one office to another and from one region to another, e.g., ILO Regional Office for Europe and Central Asia relies 100% on internal human resources. Simultaneously, ILO Regional Office for Latin America and the Caribbean depends on external human resources by 50%.

The regional level is providing essential services to the UN Member States. There are still many opportunities to improve its capabilities and, its impacts.

The regional layer plays an important role in structuring the UNDS as a whole, working closer to the Member States than with the UN HQ, providing an "international but at the same time local face" to the system. Its field activities make the UNDS more visible for the people.

Much more research and work are needed to fully understand the complexities of the regional level and their contribution to Sustainable Development specially to face a regional and global crisis, such as those created by natural disasters or COVID-19.

On one hand, the UN regional development system should be strengthened to get better results more efficiently. On the other hand, the regional institutions must "do their part" in becoming more accountable to the public and collaborate among them to create synergies and make the UN presence in the regions more robust and relevant.

Additional information of interest

The 2017 Dalberg Report: some findings by SDG

The *Regional Review of UNDS Functions and Capacities* report was presented by Dalberg in November 2017. One of its focus was to identify the UNDS staff working on achieving the SDGs at the regional level. Considering the data provided by Dalberg’s report, we came to the following [findings](#):

- The assets of the UNDS at the regional level are unequally distributed across the 17 SDGs. The staff tasked to work on SDG 7 Clean and Affordable Energy represents 1.76% of the personnel working on SDG 3 Wealth and Well-being.
- There is also a strong disparity between the threedimensionsofSustainableDevelopment. Staff working on environmental goals (SDGs 13, 14, and 15) represents 5.3% of the team, almost the same as those working on SDG 11 on Sustainable Cities and Communities (5.4%) and well below the staff mostly engaged in SDG 2 Zero Hunger (8.8%) or with SDG 3 Wealth and Well-being (21%).
- When including the percentage of staff working in SDGs implementation support activities (10%), we found it is bigger than the ratio of staff working in 16 of the 17 SDGs.

Table 4. AFPs main SDGs area of work

AFP	SDG Priority (Staff %)	SDG less attended (Staff %)
FAO	2. Zero Hunger (25%)	4. Quality Education (<0.1%)
ILO	8. Decent Work and Economic Growth (48%)	6. Clean Water and Sanitation, 7. Affordable and Clean Energy, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, 14. Life below Water, 15. Life on Land (<0.1%, each)
IOM	10. Reduced Inequalities (53%)	7. Affordable and Clean Energy (0.1%)
UN Women	5. Gender Equality	2. Zero Hunger; 4. Quality Education; 6. Clean Water and Sanitation; 7. Affordable and Clean Energy; 9. Industry, Innovation, and Infrastructure; 12. Responsible Consumption and Production, 14. Life below Water, 15. Life on Land (<0.1%, each)

UNAIDS	3. Wealth and Well-being (50%)	1. No Poverty; 2. Zero Hunger; 4. Quality Education; 6. Clean Water and Sanitation; 7. Affordable and Clean Energy; 8. Decent Work and Economic Growth; 9. Industry, Innovation, and Infrastructure; 11. Sustainable Cities and Communities (<0.1%, each)
UNDP	16. Peace, Justice and Strong Institutions (15%)	2. Zero Hunger; 4. Quality Education; 6. Clean Water and Sanitation; 9. Industry, Innovation, and Infrastructure; 12. Responsible Consumption and Production (<0.1%, each)
UNEP	13. Climate Action (33%)	10. Reduced Inequalities (<0.1%)
UNESCO	4. Quality Education (52%)	7. Affordable and Clean Energy (0.4%)
UNFPA	3. Wealth and Well-being (47%).	2. Zero Hunger; 6. Clean Water and Sanitation; 7. Affordable and Clean Energy; 9. Industry, Innovation, and Infrastructure; 12. Responsible Consumption and Production, 14. Life below Water, 15. Life on Land (<0.1%, each)
UNHCR	16. Peace, Justice and Strong Institutions (58%)	7. Affordable and Clean Energy; 9. Industry, Innovation, and Infrastructure; 12. Responsible Consumption and Production, 13. Climate Action; 14. Life below Water, 15. Life on Land (<0.1%, each)
UNICEF	16. Peace, Justice and Strong Institutions (14%)	7. Affordable and Clean Energy; 8. Decent Work and Economic Growth; 12. Responsible Consumption and Production, 14. Life below Water, 15. Life on Land (<0.1%, each)
UNODC	16. Peace, Justice and Strong Institutions (84%)	1. No Poverty; 2. Zero Hunger; 4. Quality Education; 5. Gender Equality; 6. Clean Water and Sanitation; 7. Affordable and Clean Energy; 8. Decent Work and Economic Growth; 9. Industry, Innovation, and Infrastructure; 11. Sustainable Cities and Communities; 12. Responsible Consumption and Production, 13. Climate Action; 14. Life below Water, 15. Life on Land (<0.1%, each)
UNOPS	3. Wealth and Well-being (28%)	1. No Poverty; 5. Gender Equality; 8. Decent Work and Economic Growth; 10. Reduced Inequalities; 14. Life below Water, 15. Life on Land (<0.1%, each)

WFP	2. Zero Hunger (93%)	1. No Poverty; 3. Wealth and Well-being ; 4, Quality Education; 5. Gender Equality; 6. Clean Water and Sanitation; 7. Affordable and Clean Energy; 8. Decent Work and Economic Growth; 9. Industry, Innovation, and Infrastructure; 10. Reduced Inequalities; 11. Sustainable Cities and Communities; 12. Responsible Consumption and Production, 13. Climate Action; 14. Life below Water, 15. Life on Land; 16. Peace, Justice and Strong Institutions (<0.1%, each)
WHO	3. Wealth and Well-being (50%)	15. Life on Land (<0.1%)

Source: Self elaboration based on Dalberg Report data

Some key conclusions based on the previous [data](#):

- WFP has the highest staff dedication to one goal (93% on SDG 2), while IOM and UNESCO are the only two AFPs where all 17 SDGs have at least 0.1% staff dedicated to its implementation.
- We can confirm the environmental dimension is being left behind: <0.1 of the

AFPs work on SDGs 14 in eight AFPs, a number increasing to nine regarding the SDG 15.

- The 2030 Agenda states ‘eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.’ However, no AFP prioritizes Staff work on SDG 1 No Poverty.

Key reports of interest

The Regional UN Reform proposed by the Secretary-General deserves to be supported, since it brings a unique opportunity to achieve what Member States have sought for many years: one system working together, with common goals and a concerted action.

In 2020, KAS and Cepei joined efforts to feed the Member States briefing process with evidence, analysis and recommendations, heading towards the 2020 ECOSOC operational activities. Four policy briefs on [Why Member States should support the UN regional reform](#) were produced as part of the UNDS regional reform process:

1. **Before and after:** *How will the UN regional reform change things in practice.*
2. **Renewing the model of engagement:** *What role for Member States?*
3. **Building momentum:** *The Decade of Action and Delivery and the UNDS regional reform.*
4. **Win-win:** *How the regional UN reforms will lead to cost-efficiency.*

In April 2019, Cepei produced a substantial report on which regional reforms might be appropriate: [A Sustainable Regional UN](#). It was based on hundreds of interviews across the world, in person and by video, and validated by a committee of independent experts drawn from various sectors.

In December 2019, a second report named [Unleash the regions: next steps on regional reform](#), was produced as a topline input for Member States responsible for overseeing and implementing the UN regional reform. We hope it helps the UN push forward their important reforms at the regional level.

In February 2020, a third report named [Unleashing the regions: from cost to investment](#) was produced with a set of reflections for Member States as the UN rolls out its reform at the regional level.



Cepei

Knowledge from the Global South

With the support of

