UN System overview: Composition, governance, funding and staff

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Director, CEB Secretariat - Chief Executives Board – Geneva Office
Secretary, High Level Committee on Management (HLCM)

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✓ The Chief Executives Board for Coordination
✓ Composition of the funding envelope
✓ Regular vs. voluntary resources: system-wide trends
✓ Staff: Geographical, category, grade and gender distributions
✓ The budgetary process for Jointly-Funded Activities
CHIEF EXECUTIVES BOARD FOR COORDINATION (CEB)

CEB
CHAIRMED BY THE SECRETARY-GENERAL

HLCP
HIGH LEVEL COMMITTEE ON PROGRAMMES

HLCM
HIGH LEVEL COMMITTEE ON MANAGEMENT

NETWORKS
FINANCIAL CONTEXT
FINANCIAL CONTEXT: TOTAL REVENUE

THE NUMBER OF REPORTING ENTITIES HAS INCREASED OVER THE YEARS

TOTAL REVENUE 2019: USD 56,924,971,675

2017: CTBTO, ICC, UNCDF, UNFCCC, UNRISD, UNSSC
2018: OPCW, UNITAID, IARC
2019: ITLOS

SOURCE: CEB SECRETARIAT WEB-SITE
Total Revenue | United Nations - CEB (unsceb.org)
### Total Revenue: 32,917,789,006

<table>
<thead>
<tr>
<th>Financing Instrument(s)</th>
<th>Total Revenue</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Inter-agency pooled funds</td>
<td>2,694,874,556</td>
<td>8.2</td>
</tr>
<tr>
<td>Single-agency thematic funds</td>
<td>1,807,590,405</td>
<td>5.5</td>
</tr>
<tr>
<td>Revenue from global vertical funds</td>
<td>1,105,515,078</td>
<td>3.4</td>
</tr>
<tr>
<td>Local resources</td>
<td>1,635,045,683</td>
<td>5.1</td>
</tr>
<tr>
<td>Project/programme specific contributions</td>
<td>24,369,410,039</td>
<td>74.0</td>
</tr>
<tr>
<td>In-kind earmarked contributions</td>
<td>1,255,713,441</td>
<td>3.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>32,917,789,006</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**SOURCE:** CEB SECRETARIAT WEB-SITE

Revenue by Financing Instrument | United Nations - CEB (unsceb.org)
### The Spectrum of UN Financing Instruments

<table>
<thead>
<tr>
<th>Definition</th>
<th>Assessed Contributions</th>
<th>Voluntary Core Contributions</th>
<th>Negotiated Pledges</th>
<th>Earmarked Contributions</th>
<th>Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>A price of a membership</td>
<td>Fixed amounts, calculated based on an agreed formula that Member States undertake to pay when signing a treaty</td>
<td>Voluntary, usually annual contributions (no earmarking)</td>
<td>Legally binding contribution agreements made by Member States</td>
<td>Voluntary contributions that are designated for a specific purpose</td>
<td>Payments for services</td>
</tr>
<tr>
<td>How are decisions on the amount of contribution made (burden sharing)?</td>
<td>Price is based on an agreed formula</td>
<td>Contributions are purely voluntary</td>
<td>The amount to be paid is negotiated and legally binding</td>
<td>No institutionalized formula, contributions are purely voluntary</td>
<td>Collection of separate knowledge, management, and production fees from both state and non-state actors</td>
</tr>
<tr>
<td>How are resources allocated?</td>
<td>Established in recipient’s budget</td>
<td>Established in recipient’s budget</td>
<td>Established in recipient’s budget</td>
<td>Agreed, case by case, between contributor and UN recipient</td>
<td>Various</td>
</tr>
<tr>
<td>Who takes allocation decision?</td>
<td>UN membership</td>
<td>UN Member States</td>
<td>Recipient: UN Entity and UN Member States</td>
<td>Specific parties concerned</td>
<td>Various</td>
</tr>
</tbody>
</table>

**SOURCE:** “FINANCING THE UN DEVELOPMENT SYSTEM – TIME TO WALK THE TALK 2020 es_fin_report_2020_web.pdf (daghammarskjold.se)”
FUNDING SOURCES (2019):
TOP 10 GOVERNMENT DONORS

TOP 10 GOVERNMENT DONORS CONTRIBUTE 71.3% OF ALL GOVERNMENT CONTRIBUTIONS
FUNDING SOURCES (2019):
TOP 10 NON-GOVERNMENT DONORS

<table>
<thead>
<tr>
<th>Contributors</th>
<th>Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Union</td>
<td>WFP</td>
</tr>
<tr>
<td>UN OCHA</td>
<td>IOM</td>
</tr>
<tr>
<td>World Bank</td>
<td>UNICEF</td>
</tr>
<tr>
<td>Multidonor Trust Funds</td>
<td>UNDP</td>
</tr>
<tr>
<td>Private</td>
<td>FAO</td>
</tr>
<tr>
<td>United Nations Development Programme</td>
<td>UNHCR</td>
</tr>
<tr>
<td>Gavi Alliance</td>
<td>UNRWA</td>
</tr>
<tr>
<td>USA National Committee</td>
<td>WHO</td>
</tr>
<tr>
<td>Global Environment Facility</td>
<td>UN Women</td>
</tr>
<tr>
<td>Bill and Melinda Gates Foundation</td>
<td>Others</td>
</tr>
</tbody>
</table>

**Top 10 Donors**

Filters: 2019
All values are in USD.

<table>
<thead>
<tr>
<th>Donor</th>
<th>Entity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Union</td>
<td>-</td>
<td>2,940,940,401</td>
</tr>
<tr>
<td>UN OCHA</td>
<td>-</td>
<td>950,289,031</td>
</tr>
<tr>
<td>World Bank</td>
<td>-</td>
<td>731,339,938</td>
</tr>
<tr>
<td>Multidonor Trust Funds</td>
<td>-</td>
<td>660,237,966</td>
</tr>
<tr>
<td>Private</td>
<td>-</td>
<td>435,865,466</td>
</tr>
<tr>
<td>United Nations Development Programme</td>
<td>-</td>
<td>422,484,183</td>
</tr>
<tr>
<td>Gavi Alliance</td>
<td>-</td>
<td>386,264,409</td>
</tr>
<tr>
<td>USA National Committee</td>
<td>-</td>
<td>297,418,107</td>
</tr>
<tr>
<td>Global Environment Facility</td>
<td>-</td>
<td>279,480,875</td>
</tr>
<tr>
<td>Bill and Melinda Gates Foundation</td>
<td>-</td>
<td>276,011,263</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td><strong>7,380,325,764</strong></td>
</tr>
</tbody>
</table>

**TOP 10 NON-GOVERNMENT DONORS CONTRIBUTE 67.9% OF ALL NON-GOVERNMENT CONTRIBUTIONS (7.4B OF 10.9B USD)**

SOURCE: CEB SECRETARIAT WEB-SITE
Revenue by Non-government donor | United Nations - CEB (unsceb.org)
FINANCIAL CONTEXT: TOTAL EXPENSES (2019)

TOTAL EXPENSES 2019: USD 55,613,057,138

THE NUMBER OF REPORTING ENTITIES HAS INCREASED OVER THE YEARS

2017: CTBTO, ICC, UNCDF, UNFCCC, UNRISD, UNSSC
2018: OPCW, UNITAID, IARC
2019: ITLOS

SOURCE: CEB SECRETARIAT WEB-SITE:
Total Expenses | United Nations - CEB (unsceb.org)
FINANCIAL CONTEXT: TOTAL EXPENSES (2019)

**Total Expenses:** $21,192,637,267

**Year:** 2019  
**Function:** Humanitarian assistance  

<table>
<thead>
<tr>
<th>Year</th>
<th>Expense function</th>
<th>Entity</th>
<th>Total</th>
<th>% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>WFP</td>
<td>$7,490,775,956</td>
<td>35.3%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNHCR</td>
<td>$4,256,261,680</td>
<td>20.1%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNICEF</td>
<td>$2,960,928,121</td>
<td>14.0%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNRWA</td>
<td>$2,021,191,714</td>
<td>10.3%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNRWA</td>
<td>$1,173,131,446</td>
<td>5.5%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>IOM</td>
<td>$1,094,102,357</td>
<td>5.2%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>WHO</td>
<td>$740,338,572</td>
<td>3.5%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>FAO</td>
<td>$446,469,936</td>
<td>2.1%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNFPA</td>
<td>$374,446,780</td>
<td>1.8%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNAID</td>
<td>$242,026,000</td>
<td>1.1%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNOPS</td>
<td>$100,308,560</td>
<td>0.5%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNWOMEN</td>
<td>$56,966,453</td>
<td>0.3%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>ILO</td>
<td>$18,640,147</td>
<td>0.1%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNESCO</td>
<td>$12,790,543</td>
<td>0.1%</td>
</tr>
<tr>
<td>2019</td>
<td>Humanitarian assistance</td>
<td>UNHABITAT</td>
<td>$20,920,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>Humanitarian assistance</td>
<td></td>
<td>$21,192,637,267</td>
<td>100%</td>
</tr>
</tbody>
</table>

**SOURCE:** CEB SECRETARIAT WEB-SITE:  
Expenses by Function | United Nations - CEB (unsceb.org)
EXPENDITURE BY ENTITY (2019)

SOURCE: CEB SECRETARIAT WEB-SITE:
Expenses by Function | United Nations - CEB (unsceb.org)
THE 2030 AGENDA: KEYWORDS FOR A RENEWED UN WORKFORCE

- Integrated
- Diverse
- Horizontal
- Rejuvenated
- Cross disciplinary
- Permeable

Leadership
Duty of care
THE REFORM STREAMS

1. PEACE AND SECURITY ARCHITECTURE

2. REPOSITIONING OF THE UN DEVELOPMENT SYSTEM

3. MANAGEMENT REFORM
COMPOSITION OF THE UN SYSTEM (2019)

SOURCE: CEB SECRETARIAT WEB-SITE: PERSONNEL BY ORGANIZATION | United Nations - CEB (unsceb.org)
The grouping of countries by regions and subregions is based on the M49 standard of the United Nations Statistics Division (UNSDS). The assignment of countries or areas to specific groupings is for statistical convenience and does not imply any assumption regarding political or other affiliation of countries or territories by the United Nations.
COMPOSITION OF UN WORKFORCE: CATEGORY AND GRADE (2019)

TOTAL PERSONNEL NUMBER IN 2019: 114,119

Field Service
- FS-3: 14
- FS-4: 1,364
- FS-5: 1,597
- FS-6: 452
- FS-7: 30

General Service
- G-1: 207
- G-2: 6,082
- G-3: 4,825
- G-4: 9,456
- G-5: 14,832
- G-6: 14,307
- G-7: 4,502
- G-8: 1

Other: 864

International Professionals
- P-1: 250
- P-2: 4,608
- P-3: 12,244
- P-4: 13,028
- P-5: 6,946
- P-6: 41
- P-7: 4
- D-1: 2,105
- D-2: 661
- UG: 310

National Professionals
- NO-A: 4,202
- NO-B: 6,825
- NO-C: 3,885
- NO-D: 395
- NO-E: 2

SOURCE: CEB SECRETARIAT WEB-SITE: PERSONNEL BY GRADE AND GENDER | United Nations - CEB (unsceb.org)
NUMBER OF PERSONNEL

All data only includes personnel with staff contracts or on staff appointments for one year or more

THE NUMBER OF REPORTING ENTITIES HAS INCREASED OVER THE YEARS

2017: IOM
2018: CTBTO, ISA, ITLOS
2019: ICJ

SOURCE: CEB SECRETARIAT WEB-SITE:
PERSONNEL BY ORGANIZATION | United Nations - CEB (unsceb.org)
The grouping of countries by regions and subregions is based on the M49 standard of the United Nations Statistics Division (UNSD). The assignment of countries or areas to specific groupings is for statistical convenience and does not imply any assumption regarding political or other affiliation of countries or territories by the United Nations.
COMPOSITION OF UN WORKFORCE: GENDER AND AGE (2019)

SOURCE: CEB SECRETARIAT WEB-SITE:
PERSONNEL BY AGE AND TENURE | United Nations - CEB (unsceb.org)
BUDGETARY PROCESS FOR JOINTLY-FUNDED ACTIVITIES
THE JOINTLY-FUNDED ACTIVITIES:

JOINT INSPECTION UNIT
CHIEF EXECUTIVES BOARD FOR COORDINATION
INTERNATIONAL CIVIL SERVICE COMMISSION
SYSTEM-WIDE IPSAS PROJECT
UN SECURITY SERVICES

ALL CEB MEMBER ORGANIZATIONS CONTRIBUTE TO THE JOINTLY-FUNDED ACTIVITIES

SELECTED INTERNATIONAL FINANCIAL INSTITUTIONS ALSO BENEFIT FROM, AND PARTICIPATE IN THE COST SHARING OF, UN SECURITY SERVICES
The budgets of the JFAS are apportioned among participating organizations based on established cost sharing methodologies.

The cost sharing methodologies are linked to organization size, measured by staff count (as reported in the CEB annual personnel statistics reports) and total expenses (as reported in the financial statements of each organization).

The methodology for apportioning security costs is based on the headcount of staff in field locations.
JOINTLY-FUNDED ACTIVITIES (JFAS)  
BUDGET PREPARATION AND APPROVAL PROCESS

1. The relevant entity prepares a budget proposal for the upcoming budget period, which is submitted through the UN Secretariat’s Programme Planning and Budget Division (PPBD).

2. PPBD shares the JFA budget proposals with the CEB Secretariat who carries out consultations with all contributing entities, and a formal review is conducted by the HLCM Finance and Budget Network.

3. PPBD finalizes the JFA budget proposals, taking into account the views of the Finance and Budget Network.

4. All entities include a provision within their respective budgets for the contribution to the JFAs, which are subsequently approved by the relevant governing body.

5. JFA budgets are submitted to the ACABQ and the Fifth Committee for review.

6. The General Assembly approves the United Nations share of the JFA budgets and notes the gross JFA budget amounts.
FOR FURTHER CLARIFICATIONS OR FOLLOW-UP:

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