

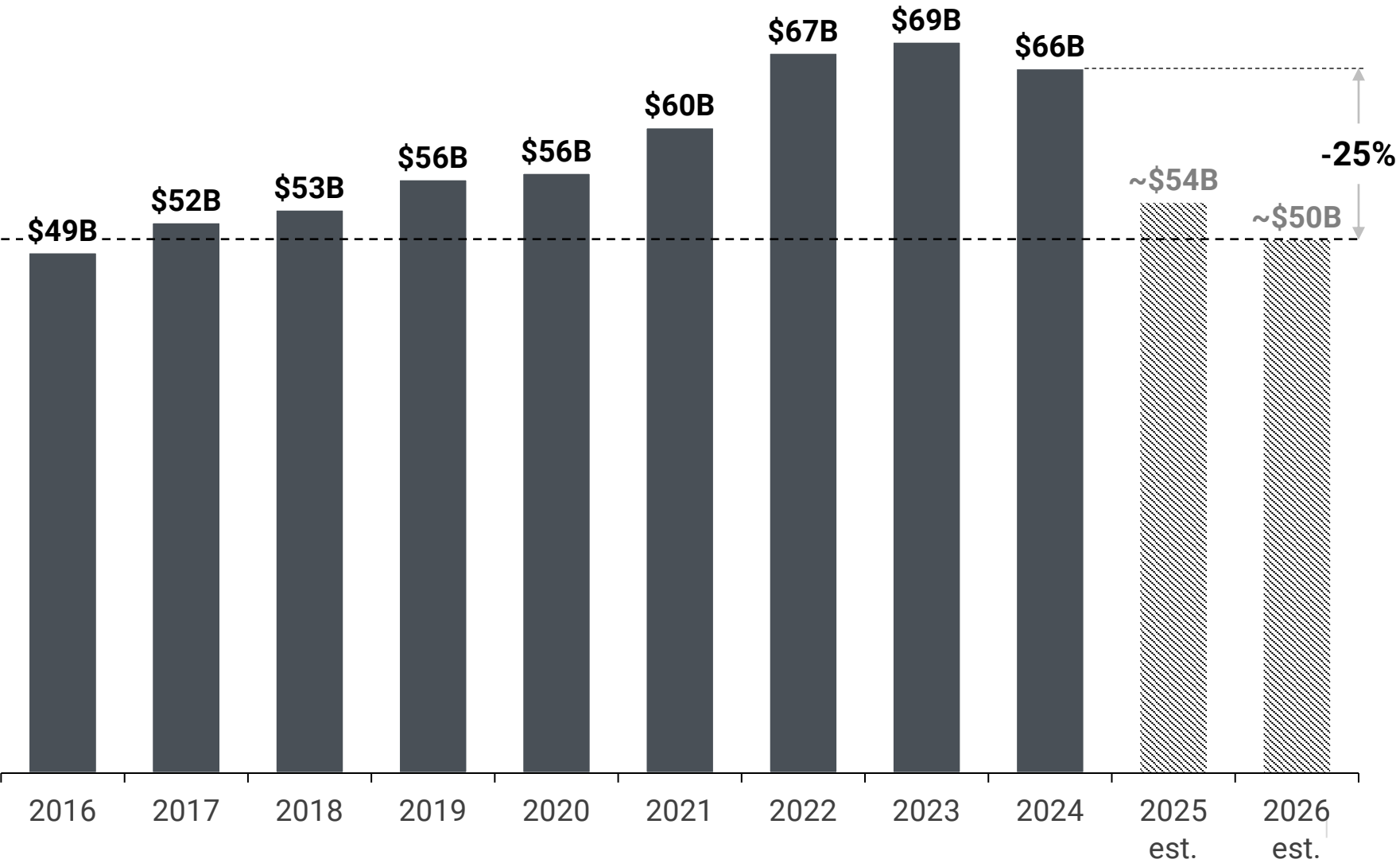
FOLLOW-UP TO MANDATE DELIVERY BRIEF

Informal ad hoc working group on the Mandate Implementation Review

14 November 2025



In 2026, we expect resources across the UN system to shrink by up to 25% compared to 2024 – thus the focus is on optimization and smarter delivery

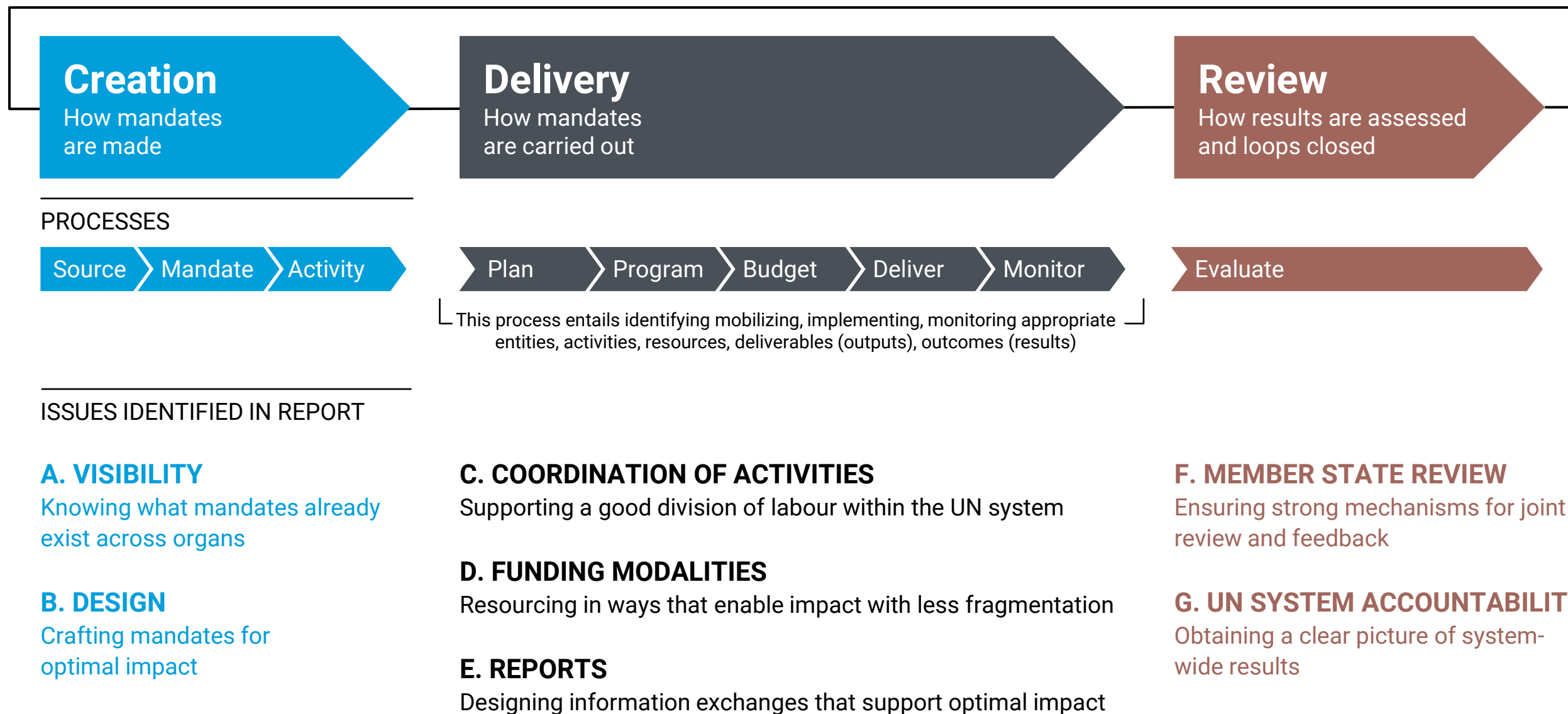


-25%

estimated expenditure reduction across the UN System, comparing 2026 to 2023.

Source: CEB statistics.

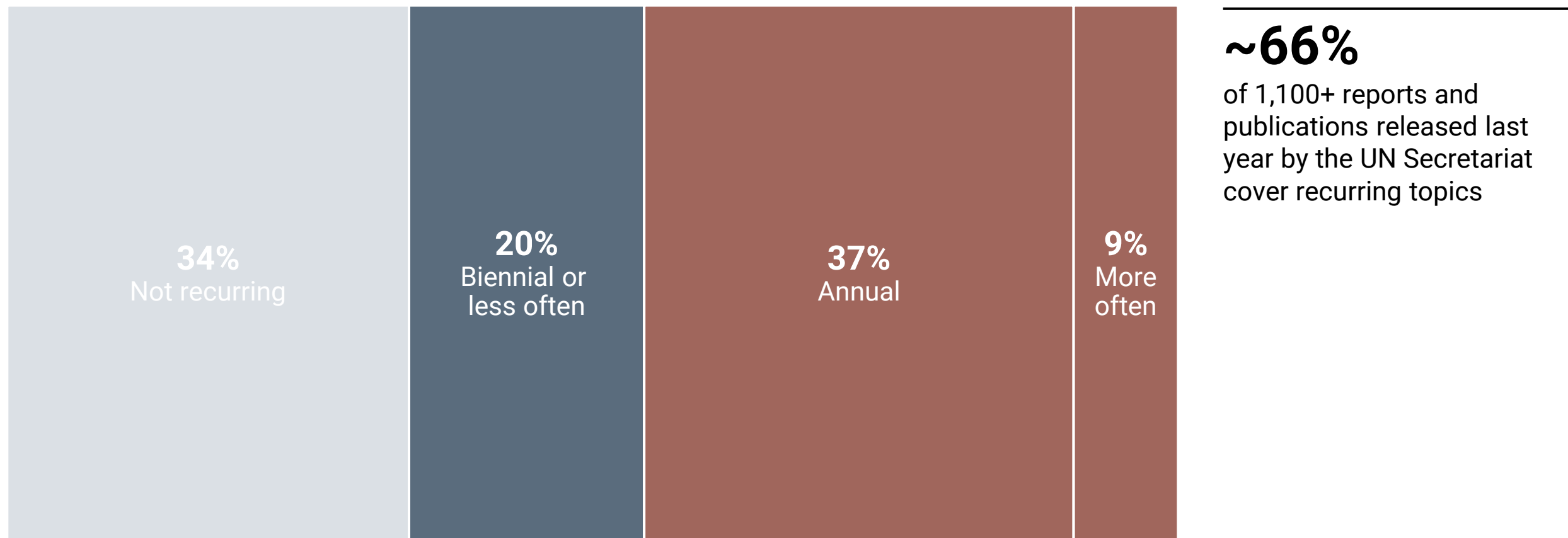
Key steps in the mandate lifecycle, their sub-steps, and issues in report



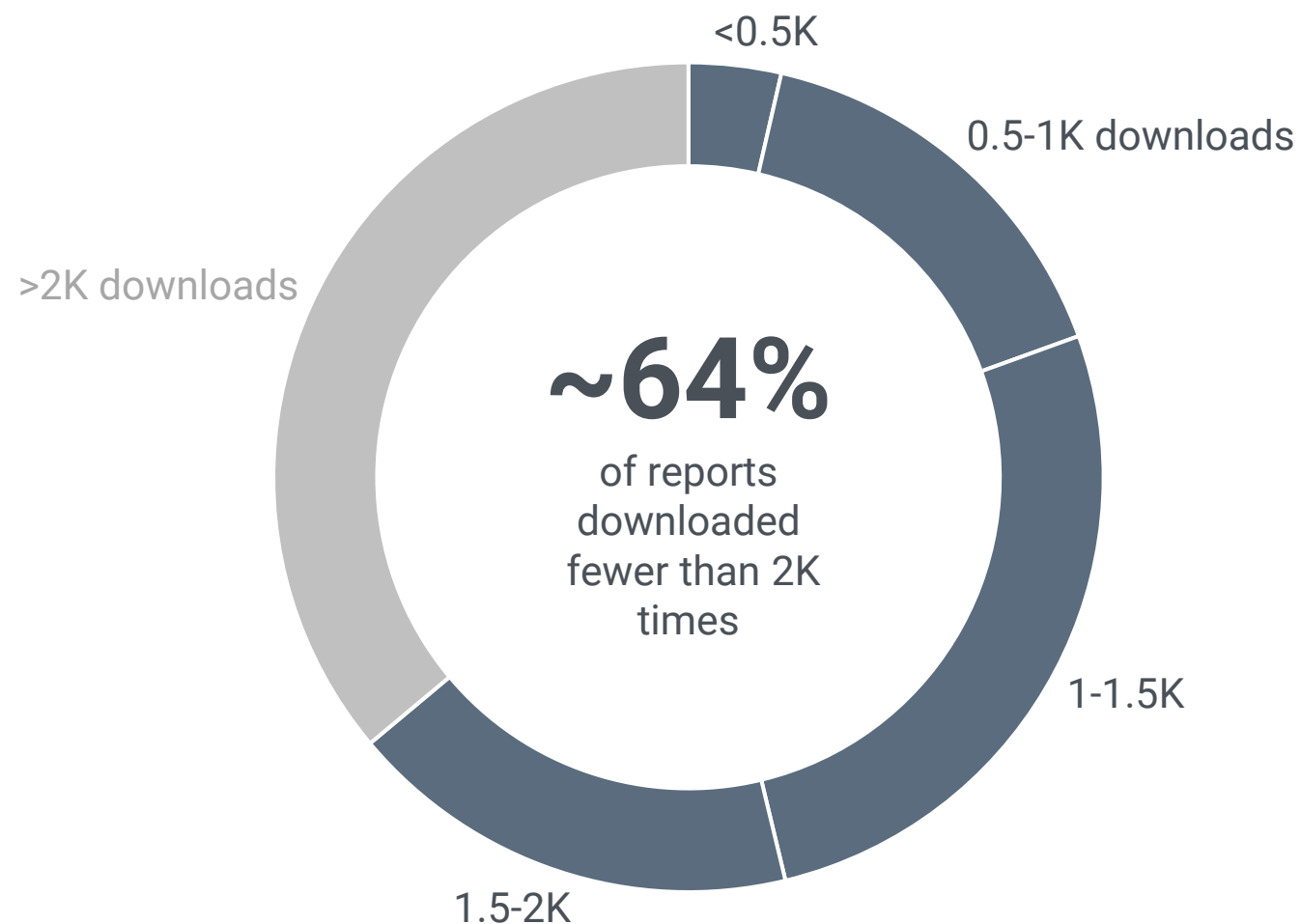
Issue [E]: Reports

“ Reports are ***an essential component of mandate delivery***, yet they ***come at a cost***. ***The Secretariat spent >\$360 M on direct costs associated with meetings and reports in 2024 – 10% of its regular budget.***

About 66% of reports published by the UN Secretariat in 2024 covered recurring topics, on which it reports annually or more often



Download statistics indicate varying report use & more impact indicators are needed



>60%

of 1,100+ reports downloaded
<2,000 times, compared with the
top 5% accessed ~5,500 times



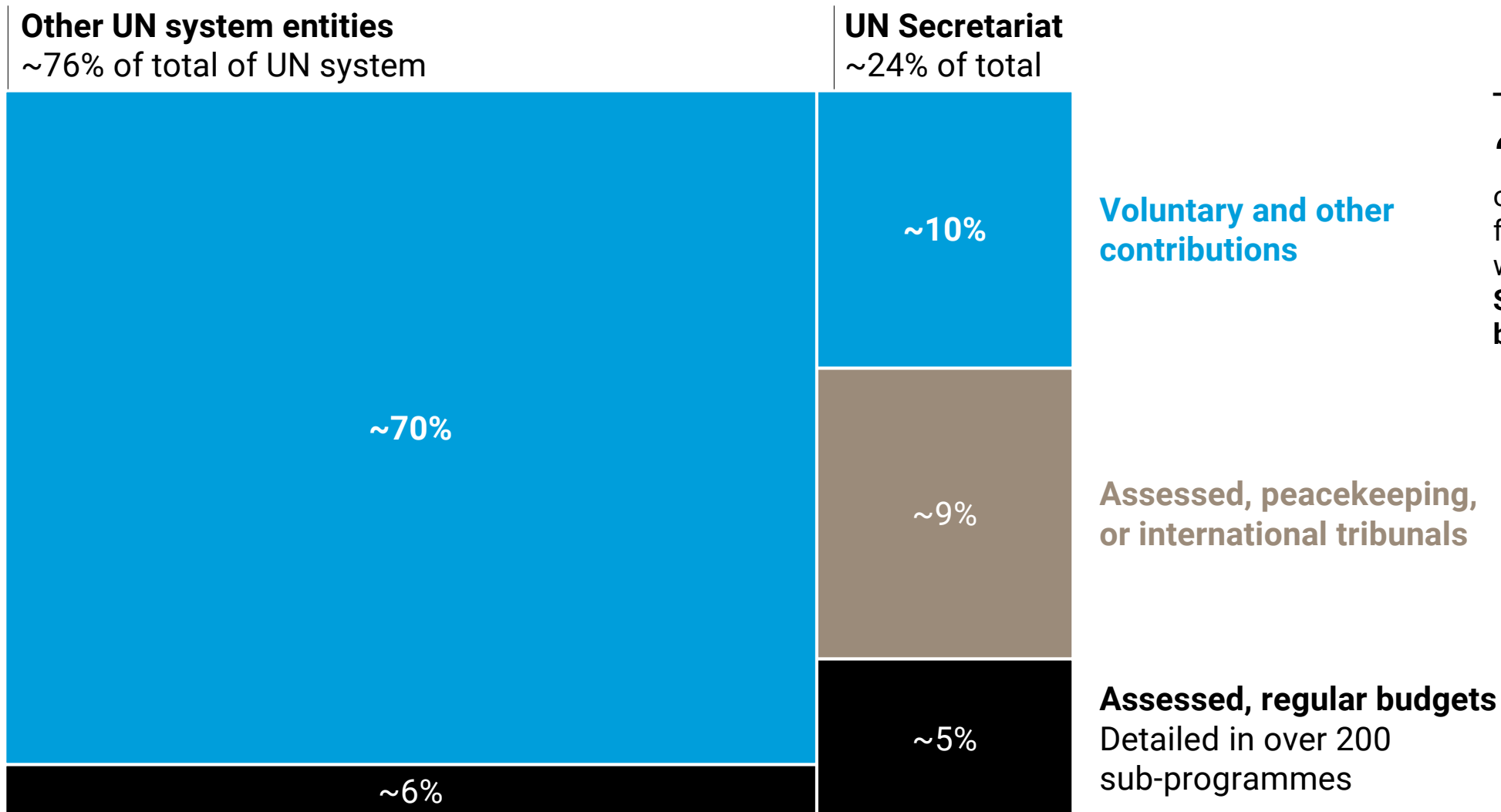
Maximizing the value of reports to promote an appropriate balance between supporting functions for Member States and direct impact

ISSUE	CONCISE INPUTS
Trends in the Volume of Reports	Between 2016 and 2024, data on parliamentary documentation issued to intergovernmental bodies in New York – which receive most reports – indicates that the number of Secretary-General reports increased by more than 20 percent over this period.
Measuring Report Utilization	No single indicator can capture report utilization. Rather, utilization should be gauged through a range of measures , including discussion uptake, follow-up actions and feedback from intended users. Download counts are a necessary measure, but not sufficient in and of themselves.
Prioritizing and Consolidating Reports	Determinations on which reports should be prioritized would have to be made on a case-by-case basis, taking into account any Secretary-General’s substantive assessments and views of Member States . The proposal to prioritize reports involves both intergovernmental organs and the Secretary-General, each taking responsibility within their respective authorities.
Enhancing Data Presentation in Reports	Improving the quality of data presentation across all reports of the Secretary-General would have significant workflow and load implications . Unlocking higher quality efficiently would require shifting resources towards stronger data, digital and innovation capabilities , as envisaged in the UN 2.0 agenda .
Adapting Report Length or Formats	To address some of the issues identified in the SG's report, a wider range of nonofficial reporting formats could be useful. In this context, reduced word counts in some formats could be an incentive for focusing on key issues . Such shorter formats could be supplemented by informal briefings on additional questions.

Issue D: Funding modalities

“ Funding is an **essential precondition for mandate delivery**. The majority of UN system funds come from **voluntary contributions** – potentially leaving the system highly vulnerable. Assessed funding should be predictable, but it is also extremely specific.

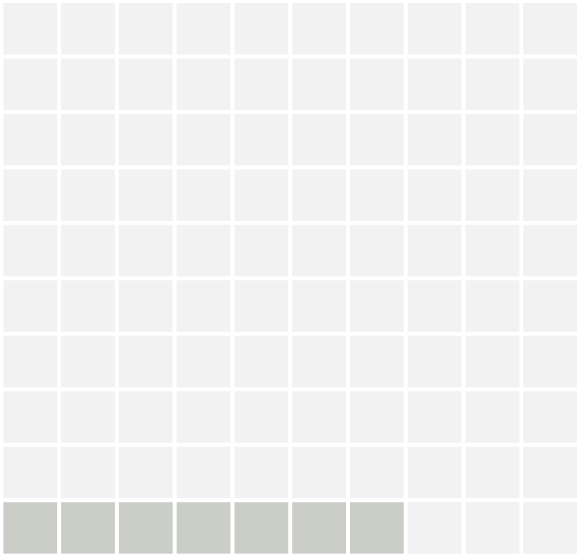
UN system receives revenue via different types of funds – voluntary contributions account for ~80% total



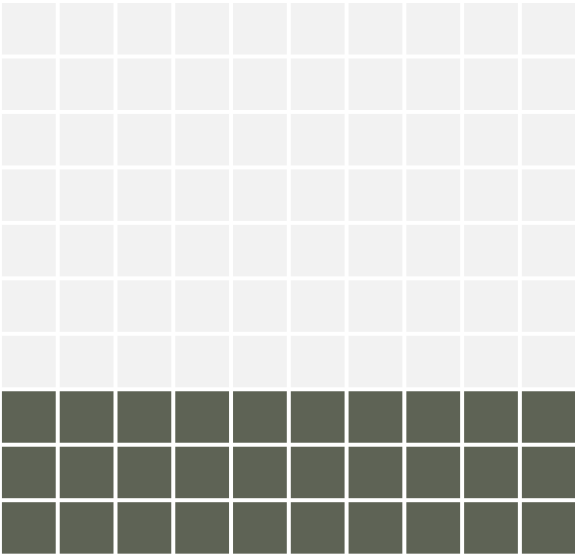


Yet, most government partners provide small grants - >60% below \$1M

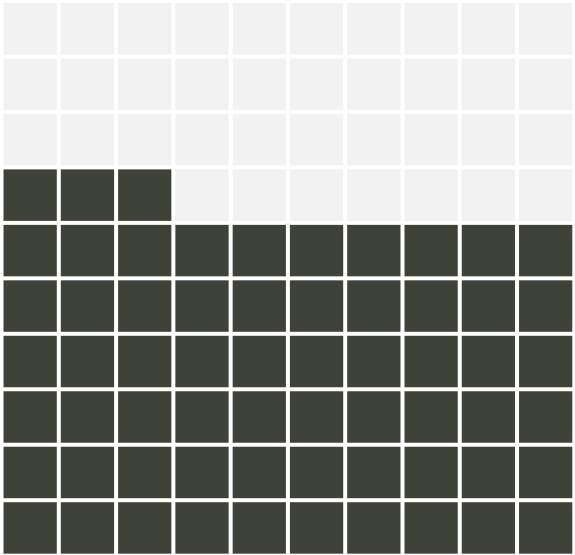
Above \$5M
~7%



\$1M – \$5M
~30%



Below \$1M
~63%



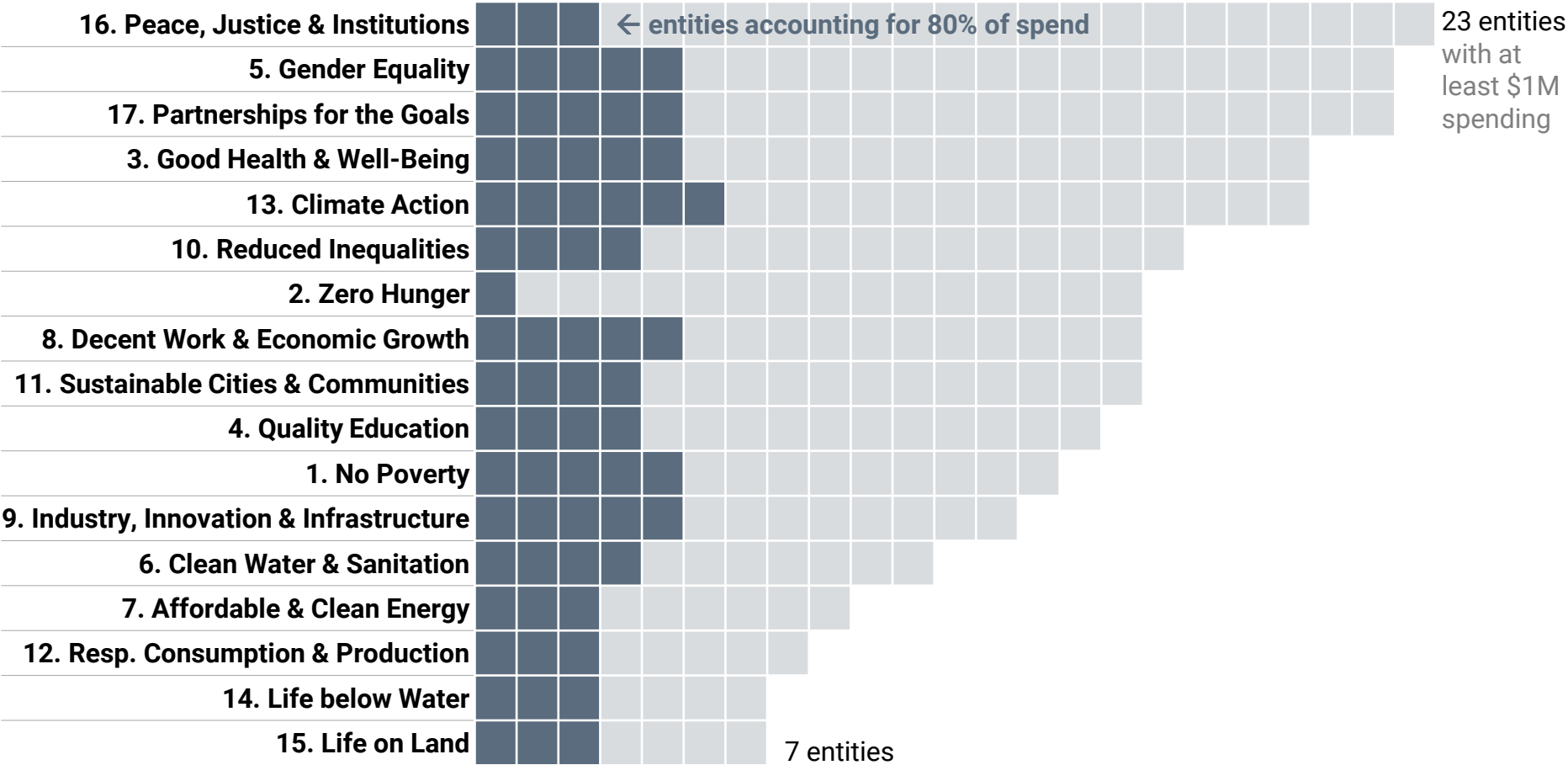
~63%

of transactions in 2023 are below \$1M, covering just 16% of total voluntary funds that year

Source: Estimates based on OECD data.



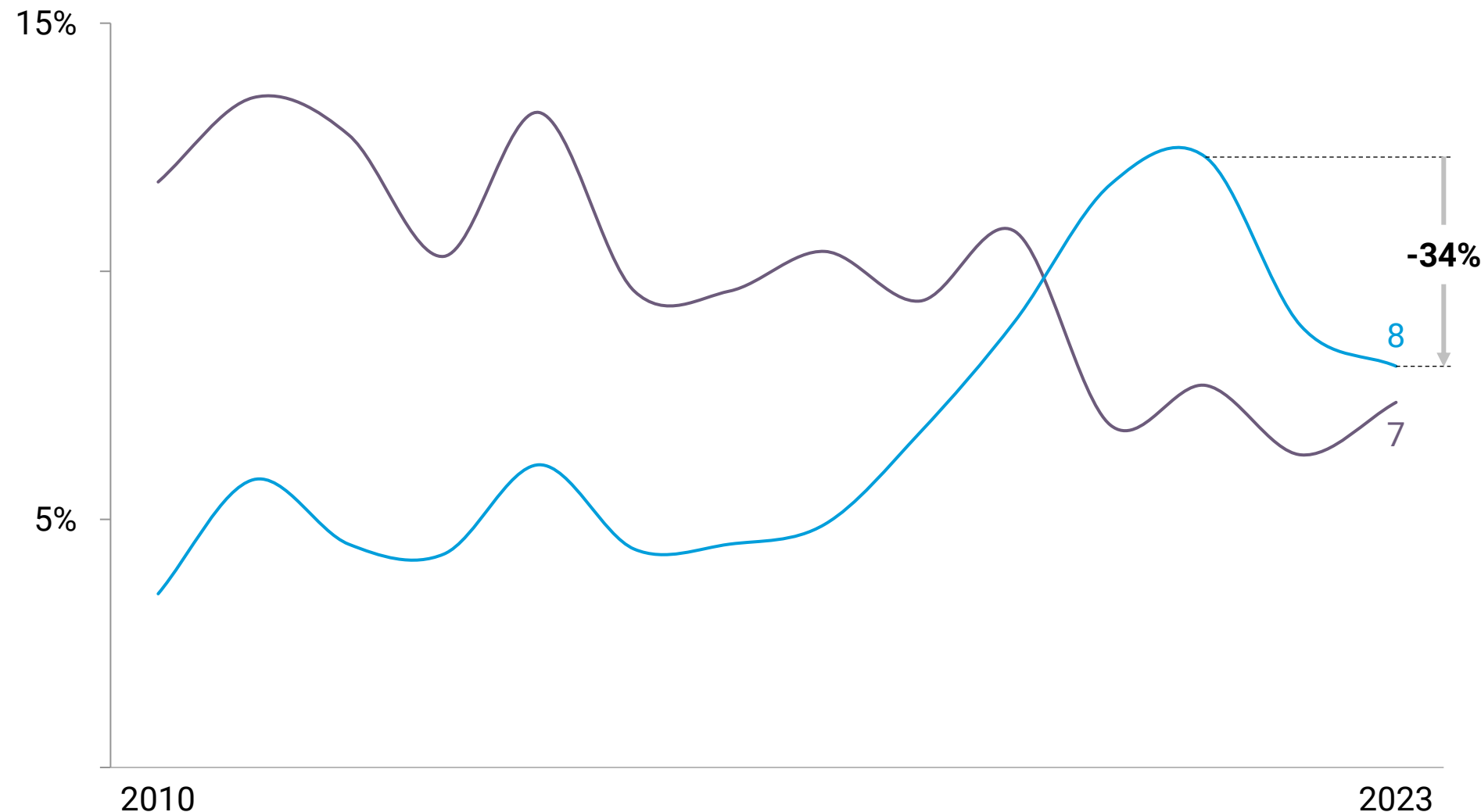
Highly specific funding modalities can interact with existing fragmentation, for example in delivery of SDGs



3–4 entities
typically account for more than **80 per cent of UN System expenditure for one of the goals**, while the remaining 20% are fragmented across up to 20 entities.

Note: UNEP, UN-Habitat, UNODC included in the Secretariat. Analysis covers 35 entities with spending tagged with a Goal. Abbreviation: SDG, Sustainable Development Goal.
Source: CEB statistics.

In the past years, there is declining support for pooled funds – less than 10% of voluntary funding through pooled funds



<10%

of voluntary funding through pooled funds – far below the 30 per cent target established in the funding compact



Funding is an essential precondition for mandate delivery, and choices in funding types and allocations have far-reaching consequences

ISSUE	CONCISE INPUTS
Impact of Funding Modalities on Delivery	Effective mandate delivery requires funding that is both predictable and appropriately flexible . Assessed funding provides predictability but limited flexibility, while voluntary funding , especially when core, pooled or unearmarked, offers flexibility but often lacks consistent predictability.
Current Flexibility in Redeploying Resources	Assessed budgets permit limited flexibility to reallocate within major categories but not between them, while voluntary funding offers greater adaptability – core contributions allow wider redeployment, and earmarked funds usually permit 10–20 percent movement across budget categories.
Challenges in Funding Compact Implementation	Implementation of the Funding Compact faces structural and financial challenges that require ongoing monitoring. These are envisaged to be reviewed through independent biannual assessments ahead of the 2026 and 2028 ECOSOC Operational Activities segments to guide dialogue and improvements.
Aligning New Mandates with Adequate Financing	As proposed in A/80/318, improvements could help better align new mandates with adequate financing by informing the estimates of programme budget implications with broader data on UN system activities , ensuring a fuller understanding of overall needs and available resources to minimize implementation gaps.
Optimization of Existing Structures and Resources	Existing structures and resources could be optimized , including by the merger or closure of intergovernmental bodies or UN entities. Such merger or closure would require consideration by Member States and relevant intergovernmental organs . The Secretariat could provide analytical and financial information to promote efficient resourcing.
Competition for Funding among UN System Entities	The QCPR surveys include perceptions of competition among UN agencies , specifically capturing instances where entities are seen as competing for donor funding.

Issue C: Coordination of activities

“ *Member States’ **ultimate objectives for mandates are to improve people’s lives and resolve challenges. Achieving this kind of impact depends heavily on the effective management of mandate delivery.***



Today, over 140 entities work across the wider UN system in service of Member States and their populations

CAAC	DCO	DESA	DGACM	DGC	DMSPC	DOS
DPO	DPPA	DSS	EOSG	OAJ	OCHA	OCT
ODA	ODET	OHCHR	OHRLLS	OICT	OIOS	OLA
OMS	OOSA	OSAA	PESG WS	PG	SEA	SVC
UNDRR	UNGC	UNODC	UNOG	UNON	UNOP	UNOV
UNROD	UNYO	VAC	VRA	Other	BNUH	CNMC
MINURSO	MINUSCA	MONUSCO	OSASG CYP	OESG GL	OESG Horn	OESG MYR
OESG SYR	OESG YEM	UNAMA	UNDOF	UNFICYP	UNIFIL	UNISFA
UNMHA	UNMIK	UNMISS	UNMOGIP	UNOAU	UNOCA	UNOWAS
UNRCCA	UNRGID	UNSCO	UNSCOL	UNSMIL	UNSOM	UNSOS
UNTSO	UNVMC	Other	ECA	ECE	ECLAC	ESCAP
ESCWA	UNAIDS	Other	ITC	UNCTAD*	UNDP	UNEP*
UNFPA	UN Habitat*	UNHCR	UNICEF	UNIDIR	UNITAR	UNOPS
UNRWA	UNSSC	UNU	UNV	UN Women	WFP	Other
FAO	ICAO	IFAD	ILO	IMO	ITU	UN Tourism
UNESCO	UNIDO	UPU	WHO	WIPO	WMO	Other
CTBTO	IAEA	IOM	ISA	OPCW	WTO	Other

UN SYSTEM

Simplified version,
1 box per entity *

Secretariat Departments,
Offices, etc.

67+

Peacekeeping Operations,
Political Missions, etc.

33+

Regional Commissions,
Other Bodies, etc.

7+

Funds, Programmes, etc.

15+

Specialized Agencies

14+

Related Organizations

6+

*The secretariat of these entities are part of the UN Secretariat. Entities that are subsidiary organs of General Assembly, incl. Training & Research and Other Entities, are included in "Funds, Programmes, etc." Some entities are not shown and are included in "Other".

Source: The UN system chart (March 2025).

When several entities collaborate on a mandate, it is optimal when each can focus on a particular function – with minimal overlap

Function	Illustrative description
 1. Normative support	Normative support for implementation, monitoring and reporting on global agreements, norms and standards
 2. Policy advice	Evidence based policy advice and thought leadership, to support the efforts to embed global goals into national plans & budgets
 3. Data and statistics	Comprehensive and disaggregated data collection and analysis to inform evidence-based policy & context-specific & inclusive choices
 4. Capacity building	Capacity development and technical assistance for planning, management and evaluation, incl. training, workshops, expert advice , etc.
 5. Convening	Convening of stakeholders across constituencies , leveraging of partnerships and facilitating knowledge sharing
 6. Service delivery	Helping governments or other actors directly deliver or implement programs , incl. in settings affected by conflict, displacement, disasters
 7. Support functions	Support to programmatic work, incl. but not limited to finance, procurement, HR, legal, facilities, ICT, and other admin. services
 8. Other functions	Any other functions undertaken by the entity that do not fall into the other categories; including coordination support to the UN system



Building on UN reforms to strengthen the division of labour across the UN system and deliver even greater impact in the years to come

ISSUE	CONCISE INPUTS
Use of System-Wide Coordination Mechanisms	The IASC and UNSDG support internal alignment within, e.g., the humanitarian and development pillars, while the CEB and its sub-bodies promote cross-pillar coherence. A proposed review seeks to reduce overlapping scopes, strengthen coherence, and unify administrative support without affecting core substantive roles .
Incentivizing Effective Inter-Agency Collaboration	Incentivizing collaboration can draw on UN80 Initiative proposals to reduce fragmentation and duplication, incl. through joint planning, programming or pooled funding. Short-term , progress may be tracked via UN80 Initiative implementation rates . Long term , indicators such as those under the QCPR can help assess system-wide coordination.
Mandate Citations Management and Oversight	For UN Secretariat entities, programme formulation follows ST/SGB/2018/3, which governs planning, programming, budgeting, and evaluation. Based on the ST/SGB, the Secretary-General intends to strengthen internal operational oversight and revise internal guidance on how to review mandate citations , as proposed in the Secretary-General's reports.
Role of Oversight Bodies, incl. CPC and JIU	Alongside the Secretary-General , the CPC plays an important role in connection with programmes of UN entities, while the JIU provides system-wide oversight . Member States may wish to explore ways to further optimize the functioning of such bodies.
Integration with GA Resolution 79/327 on Revitalization	GA resolution 79/327 and the UN80 Initiative share common objectives of enhancing coherence and efficiency, with their alignment guided by Member States.