2019 Annual Report
UN Multi-Partner Trust Fund Office

The UN center of expertise on pooled financing mechanisms for the Sustainable Development Goals
UN Peacekeeper Lt. Colonel Elia Van Den Heuvel interacts with a local community member while patrolling in Rmeish, South Lebanon. Launched in 2019, the Elsie Initiative Fund for Uniformed Women in Peace Operations supports and incentivizes the increased meaningful participation of uniformed women in UN peace operations. It counts with the financial support of the governments of Canada, United Kingdom, Germany and Finland. © UN Photo/Pasqual Gorriz
Foreword

United Nations (UN) inter-agency pooled funds have proven to be effective financing instruments in bringing UN entities together, strengthening coherence, reducing fragmentation, broadening the UN donor base, spreading risk across partners, and tackling multi-dimensional challenges with comprehensive and innovative solutions. As the UN center of expertise on pooled financing, the UN Multi-Partner Trust Fund Office (MPTF Office) has continued expanding its services—growing portfolios that are a unique UN Development System (UNDS) asset.

Hosted by the United Nations Development Programme (UNDP), the MPTF Office is the only UN unit exclusively dedicated to the design and administration of multi-stakeholder pooled financing instruments. Since 2004, it has supported 201 UN-backed pooled funds, providing an integrated platform of inter-agency pooled fund services that help UN organizations and partners make fast and efficient progress towards collective outcomes like the 2030 Agenda. The MPTF Office portfolio nurtures a new generation of partnerships.

This report summarizes results from 2019. Outcomes show the ways in which pooled financing and collaborative, dedicated networks of partners can overcome all manner of development, humanitarian, conflict-related, and environmental challenges.

Over the course of 2019 MPTF Office operations were characterized by five trends:

1. **Conducive and favorable policy landscape**
   Member States and the UNDS agreed on a Funding Compact, a commitment to improve the quality of how the UN is financed, moving away from earmarked contributions to higher quality and multi-year funding in support of SDG achievement. The Funding Compact includes specific and flexible commitments to increase the quantity and quality of pooled financing. As administrative agent (AA) of approximately 75 percent of development, transition and climate change pooled funds in the UN system, the MPTF Office is well positioned to support the UN and partners in fulfilling their commitments.

2. **Deepened engagement in pooled funds at global, regional, and country levels**
   Almost all MPTF Office “flagship” funds grew, including the Peacebuilding Fund, humanitarian country-based pooled funds (CBPFs), the Joint SDG Fund, and the Central African Forest Initiative (CAFI). The Peacebuilding Fund, which prevents relapses into conflict, grew in terms of commitments and transfers. Eleven funds reached the $50 million US dollar threshold of annual capitalization—a feat that demonstrates an increase in engagement amongst their partners.

3. **Diversification and innovation**
   Pooled funds are attractive because they favor innovation. When multiple partners from different areas of expertise come together they share risks and financing becomes more flexible in comparison to tightly earmarked, project-based contributions. In 2019, the Joint SDG Fund launched its first two calls for proposals on policy and SDG financing while the climate action landscape evolved through the establishment of the largest ever results-based mechanism for protecting forests in Africa, the Central African Forest Initiative (CAFI). What is more, country-level pooled funds that support UN cooperation frameworks were renewed and UNICEF selected the MPTF Office as trustee of the flagship Generation Unlimited Catalytic Fund. More than 25 private sector entities currently finance MPTFs such as the UN Road Safety Trust Fund, Kenya SDG Platform, Working for Health, and the Lion’s Share Fund.

4. **More strategic portfolios with funds that support global partnerships and high completion rates**
   In 2019, the MPTF Office launched a series of new funds to respond to problems that require a global alliance of stakeholders to solve them, like the Anti-Microbial Resistance Trust Fund, Migration MPTF, and Elsie Initiative.
Also important is how the MPTF Office prioritized the completion of funds (14 funds were closed in 2019).

5 Strong growth in terms of capitalization
The demand for inter-agency pooled funds and optimized and streamlined portfolios created **strong growth in terms of capitalization**. Annual MPTF Office deposits grew to $1.25 billion US dollars in 2019—the highest point in 10 years and a 50 percent volume increase from 2017. Beneath this aggregate volume was the healthy distribution of growth within the portfolio with 11 funds reaching an annual capitalization over $50 million US dollars and 9 donors contributed more than $25 million.

To support these trends the MPTF Office continually adapts its tools, systems, skill sets, working methods, and resources. Our aim is to ensure we are equipped to maintain a reliable and robust standard of professionalism and service provision. As such, MPTF Office management prepared a new four-year investment plan that outlines pathways to sustain growth, while also working with Member State and UN representatives to update MPTF Office standard legal templates so the UNSDG pass-through arrangement incorporates provisions on sexual exploitation and abuse, and sexual harassment. In 2020, a new and improved MPTF Office Gateway (the Office’s flagship digital portfolio management platform) will launch, streamlining services and raising the performance, transparency, and digital bar even higher.

Achievements like these have prepared and positioned the MPTF Office as a leader in serving the United Nations and its partners when it comes to pooled financing and meeting Funding Compact commitments. The Office is ready to provide financial services to a new generation of collaborators as they attend to the most complex and pressing global challenges while also responding to demands posed by the COVID-19 pandemic and the SDG Decade of Action.
Contributors

Results in this publication would not have been possible without generous contributions to the pooled funds administered by the MPTF Office.
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MPTF Office pooled financing services

The MPTF Office provides fund design, fund administration, and other professional services to UN entities, national governments, and other partners. It provides integrated services throughout the life cycle of pooled funds, from their inception to their closure. These services are conducted separately from pooled fund management and implementation roles, ensuring a neutral and professionally dedicated trustee function firewalled from all UN implementing entities, UNDP included.

Graph 1

Three roles in pooled fund management

As the first UN pooled fund administrator, the MPTF Office has shaped how the UN approaches the management of this UN financing instrument. The MPTF Office relies on three distinct roles in pooled fund management.

- **Fund design and administration** is the core role of the MPTF Office as the standard setter for the UN pooled fund administration function.

- The MPTF office is not involved in **fund allocation and governance**, apart from its role as ex-officio member of the Steering Committee.

- **Fund implementation** is the role of the multiple implementing organizations participating in a specific pooled fund. The MPTF Office is not a fund implementer *per se*, but can operate as the administrative host for fund secretariats.

These three distinct functions are reflected in the official UN definition for UN pooled funds, adopted in June 2015. This definition (in full or abbreviated format) has since been integrated in, among others, UNSDG guidance documents and the UN data standards for system-wide financial reporting.
Thanks to the UN Partnership for Persons with Disabilities’ trust fund, the Kamurasi Demonstration Primary School, one of 20 pilot schools in Uganda, is providing an accessible learning environment for children with visual and hearing impairments.

As part of the UN visit to Papua New Guinea to launch the **Spotlight Initiative**, Deputy Secretary-General Amina Mohammed, together with Jayathma Wickramanayake, the Secretary General’s Youth Envoy and Winnie Byanyima, Executive Director of UNAIDS, join UN staff, student groups and residents of Port Moresby in a march to combat gender-based violence. A joint partnership between the European Union and the UN, the Spotlight Initiative is a large scale initiative to eliminate all forms of violence against women and girls. UN Women, UNDP and UNFPA are the core founding members of the initiative.

© UN Photo/Andrew Hau
MPTF Office services are grounded in fund design and administration. They were recently expanded to include other pooled fund-related services. Now, the Office provides a comprehensive set of services that include, in addition to fund design and administration, fund secretariat support, pooled funding knowledge services, and data and analytics of UN finance. Graph 2 provides a visual image on the MPTF Office service delivery model.

- **Fund design** provides guidance at the initial stage of fund establishment, as well as support for the preparation of fund concept notes and terms of reference (TORs). Considerations at this stage include the translation of a fund’s objectives and theory of change into a fund result matrix, advice on financial viability and innovative sources of financing, and options for governance arrangements. A quality assurance mechanism is an embedded part of fund design services. Negotiating and finalizing the fund legal agreements and structures are also key elements of this service.

- **Fund administration** services include receipt and deposit of financial contributions from donors, treasury and investment management, disbursement of funds, the production of annual fund financial reports and certified financial reports, and the timely closure of projects and funds. In addition, a core part of the MPTF Office’s services involves the management of the Gateway and other specialized information communication technology systems that provide real-time financial data and programme information.

- **Fund secretariat support** includes ad-hoc support during the design, launch, and operationalization of new funds, which is a critical factor for the success of a fund. The MPTF Office also provides guidance, tools, and templates for secretariats once established. For a few flagship initiatives, the MPTF Office hosts secretariats and management units.

- **Data and analytics of UN financing** are increasingly demanded by a variety of partners. The MPTF Office provides data analytics on UN financing and on-demand analysis of available financing instruments. It also engages with partners across the UN system in support of common data standards that promote transparency and track contributions to pooled financing.

- **Pooled funding knowledge** services include research, analysis, and the gathering and dissemination of best practices on UN pooled funding, and feeding this knowledge into the update of pooled-fund related policies and procedures, legal templates and guidance.
2

MPTF Office
portfolio overview

Pooled financing is a recognized instrument for promoting coherence within the UN Development System repositioning process, and in other reform streams led by the UN Secretary-General and endorsed by Member States. Given the significant developments in 2019, the policy environment for United Nations pooled finance will likely remain positive in the coming years.
Antimicrobial resistance (AMR) is a global threat to health and development accelerated by the widespread misuse of antibiotics in human and animal health and food production. To tackle it, FAO, OIE and WHO established in 2019 the AMR Multi-Partner Trust Fund, a strategic, multi-stakeholder initiative to mitigate the risk of AMR. It has already the support of the governments of the United Kingdom, Netherlands and Sweden.

© FAO / AMR Multi-Partner Trust Fund.
2.1. The Landscape for Pooled Financing

Following the 2018 adoption of the resolution on repositioning the UN Development System (A/RES/72/279), in 2019 UN entities set to work on its implementation. There has been a strong focus on the key elements related to the quality of financing, including through an enhanced UN Resident Coordinator system and the role of UN country teams.

A particularly important 2019 milestone was the adoption of the Funding Compact, which contains a series of commitments between the UN and Member States to raise the quality of UN funding and the UN delivery of development assistance. The Funding Compact includes specific targets on inter-agency pooled funding. Member States, for example, committed to doubling the share of contributions to UN pooled funds by 2023 and channeling 10 percent of non-core resources through inter-agency pooled funds. They also committed to raising the number of pooled fund contributors and fully resourcing two key flagship funds, the Joint SDG Fund and Secretary-General’s Peacebuilding Fund.

Commitments on the UN side of the Funding Compact called for increased efficiency and effectiveness in the use of development-related inter-agency pooled funds. In particular, the Funding Compact asked for a series of common management features to increase the efficiency and effectiveness of development-related inter-agency pooled funds. Most of these features, such as clear theories of change, solid results-based management systems, and transparency standards, were already central tenets of MPTF Office work. Still, the MPTF Office improved on these standards, which included the creation of a new Gateway, a revised Operations Manual, and further services to fund Secretariats. In December, the Fiduciary Management Oversight Group, the UN inter-agency group responsible for establishing and overviewing different pooled funding mechanisms, agreed to entrust the MPTF Office to lead UNSDG efforts to operationalize Funding Compact commitment 14 on pooled fund common management features.

Why a Funding Compact?
A partnership to deliver better results on the ground

**Member states**
- Contribute to core resources
- Double contributions to pooled and thematic funds
- Increase multi-year commitments

**UN Development System**
- Works jointly for common objectives
- Improves transparency and reports better on resources, results and impact
- Increases efficiency

**A Funding Compact makes it possible to:**
- Plan strategically
- Offer coordinated and integrated solutions
- Act quickly
- Leverage development and climate finance

**Strengthened trust of governments and general public in multilateralism**
The indivisible and interconnected nature of the Sustainable Development Goals has reinforced the imperative for more flexible and predictable funding. While this involves bringing a better balance between core and non-core funding, it also underscores the need to enhance “core-like” resources, such as contributions to inter-agency pooled funds. Inter-agency pooled funds help strengthen coordination and collaboration across entities of the United Nations development system". 
Funding Compact Commitment 14. Common Management Features across Pooled Funds

“Well-articulated strategy, including innovation features where relevant, clear theories of change, solid Results-Based Management systems, well-functioning governance bodies supported by effective secretariats, quality assurance on issues of United Nations norms and values; risk management systems and strategies; operational effectiveness/reporting/visibility/transparency standards; and planning and funding for joint and system wide evaluations that meet UN norms and standards.”

UN Funding Compact - commitment 14
(A/74/73/Add.1 “Funding Compact”, General Assembly Economic and Social Council)

With the Funding Compact, UN Member States and UN entities recognized the importance of pooled funds to galvanize collective action towards the SDGs. However, for this to be achieved, pooled funds must work efficiently and effectively. A series of common management features should be applied across all inter-agency pooled funds.

As the UN center of expertise in pooled funding, the MPTF Office has invested to ensure these features are applied across all portfolios. They are broken down into 12 elements.

1. **Innovation features.** The Office designed, with partners, innovative results and performance-based payments (CAFI and Elsie Initiative) and deployed blended capital and mixed modalities of financing (Joint SDG Fund and a new Global Coral Reef Fund). The feeder-fund modalities provided for the alignment of global and country pooled funds (for example, with the Peacebuilding Fund acting as a catalyst of national transition funds, such as the Colombia Trust Fund or Liberia MPTF). The MPTF Office expanded the implementation modalities for non-UN entities, mostly NGOs, that complement the work of the UN. Several funds focused on greater engagement with the private sector, with more than 25 private sector organizations having contributed to different funds. In addition, the MPTF Office began working to align humanitarian, transition and development funding to support countries across the Humanitarian-Development-Peace Nexus.

2. **Clear theories of change.** Theories of change have been at the core of design support, particularly since the Office prepared a Design Manual that included specific examples and recommendations on how to institute a clear theory of change. This became a requirement for all new funds.

3. **A new results-based management (RBM) system.** A new RBM system was embedded in the revised MPTF Gateway, which in 2020, will be made available to all funds administered by the MPTF Office. It will enable the monitoring of programmatic and financial performance indicators. Financial data will be reported according to the UN data standards for financial reporting and IATI standards and all interventions at project- and fund-levels will be linked to the SDGs. Another element of the new Gateway will be the introduction of a grant management system module, which will enable pooled fund secretariats to track results against fund and operational performance indicators.

4. **Well-functioning governance bodies.** During the design phase, the MPTF Office supports partners in developing each fund’s terms of reference. These terms of reference describe the role of governance bodies in oversight and decision making, with support from a secretariat or fund management unit; and separates this from the role of the MPTF Office as administrative agent and of the participating organizations. This ensured a clear delimitation of responsibilities and high levels of accountability. Moreover, the MPTF Office uses its ex-officio role as a member of the steering committee to share best practices.

5. **Effective secretariats.** The MPTF Office recognized the value of providing strong support to secretariats and invested in this line of services in 2019. New digital tools and templates were developed within the Gateway revision (in particular, its grant management system). The Office continued serving as a pooled funding knowledge hub, using the Gateway to gather lessons learned and share good practices among secretariats. Moreover, the MPTF Office hosted a limited number of fund secretariats (ensuring firewall from the trustee function).

6. **Quality assurance on issues of UN norms and values.** Standard legal agreements already referred to programmatic safeguards in line with UN norms and values. In 2019 specific text related to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) was incorporated into...
9. **Improving reporting processes.** In 2019, 100 percent of certified financial reports (Sources and Uses of Funds or SUOFs) were published on time and an increasing number of UN entities started reporting quarterly, beyond the annual requirement. While narrative reporting remains the responsibility of participating organizations, the new Gateway will include additional features for aggregation and reporting of results.

10. **Comprehensive approach to visibility.** Funds administered by the MPTF Office adopted a multi-platform and 360 degree approach to visibility. All narrative reports, as requested by the Funding Compact, properly recognize all contributors. The new Gateway was designed to provide greater digital visibility for partners. In addition, funds, participating organizations and the MPTF Office used social media to recognize contributors and other partners. Funds also adopted visibility guidelines at the country level and supported the organization of advocacy and public outreach activities.

11. **Transparency.** The MPTF Office is renowned for its high transparency standards, in terms of availability and access to information on contributions, transfers and expenditure data through Gateway. The new version of the Gateway is designed with additional tools, including dashboards and data visualizations, for better access, analysis, and visual representation of financial and narrative information.

12. **Joint and system wide evaluation.** The MPTF Office worked with partners to promote good evaluation practices and assure that enough resources were invested in evaluation. It collaborated closely with the UN Evaluation Group (UNEG), and since fall 2019, UNEG allowed pooled funding evaluations to be tracked and marked in the UNEG evaluation reports database. The Office also started a joint work stream with the UN Development Coordination Office (DCO) and flagship funds to align system-wide evaluations.

### Innovation features

<table>
<thead>
<tr>
<th>Covered in current MPTFO manuals and Gateway</th>
<th>Ongoing</th>
<th>Further work planned by MPTF office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Updating 2015 Design Manual (2020)</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Launch new Gateway (2020)</td>
<td>●</td>
<td>□</td>
</tr>
<tr>
<td>Secretariat Support services</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>

**Legend:**

- ●: Complete
- □: Ongoing
- □: Further work planned
2.2. MPTF Office Portfolio

The UN Multi-Partner Trust Fund Office administers a broad portfolio of inter-agency pooled funds. Each individual fund is a multi-stakeholder partnership with a specific thematic and geographical focus. Each fund is designed to respond to a clear theory of change, fill existing financing gaps, and support collective action.

The MPTF Office administers three broad types of UN pooled financing mechanisms in terms of geographical and thematic scope: UN global/regional multi-donor trust funds (MDTFs), country-level MDTFs (which include both UN and national funds), and standalone UN joint programmes (JPs).

Thematically, the MPTF Office’s portfolio is organized around major thematic clusters, covering key areas of UN action (humanitarian, transition, development and climate). Some funds address multiple categories; these includes funds that allocate flexible resources to projects across the humanitarian-peace-development nexus.

In years past, the MPTF Office worked to create an enhanced, more strategic portfolio with a diversified contributor base as it designed and established new pooled funds, administered an ongoing portfolio, and closed funds that had completed their life cycle. As outlined in Table 1, the MPTF Office established 19 new financing vehicles, including both MDTFs and JPs, in 2019. Combined with the funds ongoing from previous years, this brought the total ongoing portfolio, as of 2019 year-end, to 101 funds. At the same time, the total number of funds that were operationally and/or financially closed increased, from just 16 funds operationally closed in 2013 to a total of 100 funds operationally and/or financially closed at the end of 2019. This was an indication of the growing maturity of the MPTF Office portfolio and the efforts made to ensure the timely closure of funds.

Table 1
Summary of MPTF Office Portfolio of Funds

<table>
<thead>
<tr>
<th>Joint Programme Portfolio</th>
<th>2013</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newly established (during calendar year)</td>
<td>3</td>
<td>4</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Ongoing from previous years (as of year-end)</td>
<td>27</td>
<td>15</td>
<td>11</td>
<td>20</td>
</tr>
<tr>
<td>Operationally closed (as of year-end)</td>
<td>9</td>
<td>36</td>
<td>35</td>
<td>30</td>
</tr>
<tr>
<td>Financially closed (as of year-end)</td>
<td>10</td>
<td>19</td>
<td>24</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>65</strong></td>
<td><strong>74</strong></td>
<td><strong>84</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MPTF Portfolio</th>
<th>2013</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newly established (during calendar year)</td>
<td>6</td>
<td>10</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td>Ongoing from previous years (as of year-end)</td>
<td>54</td>
<td>51</td>
<td>48</td>
<td>62</td>
</tr>
<tr>
<td>Operationally closed (as of year-end)</td>
<td>7</td>
<td>26</td>
<td>31</td>
<td>23</td>
</tr>
<tr>
<td>Financially closed (as of year-end)</td>
<td>7</td>
<td>14</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>67</strong></td>
<td><strong>94</strong></td>
<td><strong>108</strong></td>
<td><strong>117</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total portfolio</th>
<th>2013</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open for contributions</td>
<td>90</td>
<td>80</td>
<td>82</td>
<td>101</td>
</tr>
<tr>
<td>Open for contrib. but not capitalized as of 31/12/19</td>
<td>2</td>
<td>8</td>
<td>9</td>
<td>6</td>
</tr>
</tbody>
</table>
The **UN Secretary-General’s Peacebuilding Fund** is the organization’s financial instrument of first resort to sustain peace in countries or situations at risk or affected by violent conflict. The Fund invests with UN entities, governments, regional organizations, multilateral banks, national multi-donor trust funds or civil society organizations. It works across pillars and supports integrated UN responses to fill critical gaps; respond quickly and with flexibility to peacebuilding opportunities; and catalyze processes and resources in a risk-tolerant fashion. © UN Photo/Marco Dormino
Global or regional MDTFs bring UN agencies together with a variety of partners to address cross-border challenges. These funds address issues that require joint UN action and a coherent response across multiple countries. By the end of 2019, the 23 active global and regional funds constituted 32 percent of the total capitalization of MDTFs administered by the MPTF Office. Global flagship funds at the core of the UN repositioning (UN Peacebuilding Fund and Joint SDG Fund) grew during 2019.

In addition, other thematically specialized global funds (Spotlight Initiative Fund) and other niche global financing instruments (Elsie Initiative Fund, Women’s Peace and Humanitarian Fund or the UN Partnership for the Rights of Persons with Disabilities) accelerated capitalization. New trust funds were established in 2019, including the Anti-Microbial Resistance and the Migration MPTFs. At the regional level, the Central African Forest Initiative (CAFI) reached the milestone of US$ 50 million in deposits with commitments of over US$ 125 million.

### Table 2

**Deposits to MPTF Office-administered Global and Regional Funds**

<table>
<thead>
<tr>
<th>Fund</th>
<th>Theme</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peacebuilding Fund</td>
<td>Transition</td>
<td>$134,788,567</td>
</tr>
<tr>
<td>Spotlight Initiative Fund</td>
<td>Development</td>
<td>$60,458,517</td>
</tr>
<tr>
<td>Joint SDG Fund</td>
<td>Development</td>
<td>$55,459,834</td>
</tr>
<tr>
<td>Central African Forest Initiative</td>
<td>Development</td>
<td>$51,547,498</td>
</tr>
<tr>
<td>Elsie Initiative Fund</td>
<td>Transition</td>
<td>$14,704,714</td>
</tr>
<tr>
<td>Women’s Peace and Humanitarian Fund</td>
<td>Transition</td>
<td>$10,739,038</td>
</tr>
<tr>
<td>UNPRPD Disability Fund</td>
<td>Development</td>
<td>$10,553,958</td>
</tr>
<tr>
<td>UN REDD Programme Fund</td>
<td>Climate</td>
<td>$8,777,288</td>
</tr>
<tr>
<td>Rural Women Economic Empowerment</td>
<td>Development</td>
<td>$7,600,957</td>
</tr>
<tr>
<td>UNSDG Human Rights Mainstreaming Fund</td>
<td>Development</td>
<td>$7,131,754</td>
</tr>
<tr>
<td>Anti-microbial Resistance Multi-Partner Trust Fund</td>
<td>Development</td>
<td>$7,065,602</td>
</tr>
<tr>
<td>Partnership for Action on Green Economy</td>
<td>Development</td>
<td>$5,180,085</td>
</tr>
<tr>
<td>Conflict-Related Sexual Violence MPTF</td>
<td>Transition</td>
<td>$3,002,908</td>
</tr>
<tr>
<td>Migration Multi-Partner Trust Fund</td>
<td>Development</td>
<td>$2,611,411</td>
</tr>
<tr>
<td>Working for Health Multi-Partner Trust Fund</td>
<td>Development</td>
<td>$2,177,856</td>
</tr>
<tr>
<td>Lion’s Share Fund</td>
<td>Climate</td>
<td>$1,527,873</td>
</tr>
<tr>
<td>UNITLIFE Trust Fund</td>
<td>Climate</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>One Planet Multi-Partner Trust Fund</td>
<td>Climate</td>
<td>$1,111,927</td>
</tr>
<tr>
<td>United Nations Road Safety Trust Fund</td>
<td>Development</td>
<td>$961,783</td>
</tr>
<tr>
<td>Counter Piracy Trust Fund</td>
<td>Transition</td>
<td>$390,027</td>
</tr>
<tr>
<td>SDG Fund</td>
<td>Development</td>
<td>$218,070</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>$396,975,797</strong></td>
</tr>
</tbody>
</table>
2.2.2. Country-level MDTFs

Country-level MDTFs constituted close to 58 percent of the MPTF Office portfolio in terms of the total capitalization, by the end of 2019. Country humanitarian funds represented an important element of the work of the MPTF Office, with about one third in total contributions received in 2019 going to them, a similar percentage to previous years. The country-level transition funds represented 30.5 percent of the total capitalization among country-level MDTFs.

Several UN country teams have started to design and establish country-level pooled funds around the UN Sustainable Development Cooperation Framework. Most of the country-level development funds performed well and enhanced UN coordinated support to the SDGs. Some of the former One UN Funds transitioned into a new generation of SDG country level pooled funds (Albania, Cabo Verde, Malawi, Tanzania, Pakistan, Rwanda, Papua New Guinea and Viet Nam).

Also of note was the substantial in-country investment of national governments in some of the country-based funds. Take for instance the initial contribution of the Government of Uzbekistan to the Aral Sea Region UN Human Security Trust Fund, which addresses the social and economic consequences of one of the largest human-made environmental disasters: the depletion of what use to be the fourth largest lake in the world.

Table 3
Deposits to MPTF Office-administered Country-level Pooled Funds

<table>
<thead>
<tr>
<th>Fund</th>
<th>Theme</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan LOTFA MPTF</td>
<td>Transition</td>
<td>$108,304,118</td>
</tr>
<tr>
<td>Afghanistan Humanitarian Fund</td>
<td>Humanitarian</td>
<td>$93,423,006</td>
</tr>
<tr>
<td>DRC Humanitarian Fund</td>
<td>Humanitarian</td>
<td>$73,753,031</td>
</tr>
<tr>
<td>Somalia Multi Window Trust Fd</td>
<td>Transition</td>
<td>$73,560,255</td>
</tr>
<tr>
<td>South Sudan Humanitarian Fund</td>
<td>Humanitarian</td>
<td>$68,868,419</td>
</tr>
<tr>
<td>Somalia Humanitarian Fund</td>
<td>Humanitarian</td>
<td>$58,930,159</td>
</tr>
<tr>
<td>Sudan Humanitarian Fund</td>
<td>Humanitarian</td>
<td>$57,994,555</td>
</tr>
<tr>
<td>Colombia Peace UNMPTF</td>
<td>Transition</td>
<td>$29,082,715</td>
</tr>
<tr>
<td>CAR Humanitarian Fund</td>
<td>Humanitarian</td>
<td>$28,636,056</td>
</tr>
<tr>
<td>Malawi SDG Acceleration Fund</td>
<td>Development</td>
<td>$26,314,817</td>
</tr>
<tr>
<td>Tanzania One UN Fund</td>
<td>Development</td>
<td>$18,622,634</td>
</tr>
<tr>
<td>DRC Stabilization ISSSS Fund</td>
<td>Transition</td>
<td>$17,210,952</td>
</tr>
<tr>
<td>Pakistan UNSDF Fund III</td>
<td>Development</td>
<td>$16,155,920</td>
</tr>
<tr>
<td>South Sudan RSRTF</td>
<td>Transition</td>
<td>$14,410,938</td>
</tr>
<tr>
<td>PNG UN Country Fund</td>
<td>Development</td>
<td>$11,437,794</td>
</tr>
<tr>
<td>Mali Climate Fund</td>
<td>Climate</td>
<td>$5,469,608</td>
</tr>
<tr>
<td>Darfur Peace &amp; Stability Fund</td>
<td>Transition</td>
<td>$4,688,073</td>
</tr>
<tr>
<td>Albania SDG Acceleration Fund</td>
<td>Development</td>
<td>$4,025,060</td>
</tr>
<tr>
<td>Aral Sea Region</td>
<td>Development</td>
<td>$3,117,765</td>
</tr>
<tr>
<td>Cape Verde Transition Fund</td>
<td>Development</td>
<td>$2,603,497</td>
</tr>
<tr>
<td>Rwanda SDG Fund</td>
<td>Development</td>
<td>$2,503,129</td>
</tr>
<tr>
<td>CAR Multi Window Trust Fund</td>
<td>Transition</td>
<td>$1,113,437</td>
</tr>
<tr>
<td>Other*</td>
<td></td>
<td>$4,468,049</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$724,743,987</strong></td>
</tr>
</tbody>
</table>

* Moldova 2030 SDGs Partnership, UN Haiti Cholera Response MPTF, Ethiopia New Way Platform, Kenya SDG Partnership Platform, Nepal Development Framework MPTF, United Nations Fund Darfur, Moldova Toward Unity in Action, and Viet Nam SDG Fund
2.2.3. Joint Programmes

Stand-alone Joint Programmes (JP) using the pass-through funding modality operate frequently as the pooled funding instrument for joint development activities at the country level. It can also be used for regional and global programmes. These initiatives typically involve two to five UN organizations in agreement on a specific programmatic scope and deliverables.

Together they accounted for US$ 128.5 million of the total contributions to the MPTF Office in 2019, more than doubling the mark from the previous year.

Table 4

<table>
<thead>
<tr>
<th>Joint Programme</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>JP Bangladesh SAFE</td>
<td>$21,264,918</td>
</tr>
<tr>
<td>JP Yemen ERRY II</td>
<td>$20,771,238</td>
</tr>
<tr>
<td>Syria Urban &amp; Rural Resilience</td>
<td>$18,156,813</td>
</tr>
<tr>
<td>JP Myanmar Women Empowerment</td>
<td>$13,049,127</td>
</tr>
<tr>
<td>JP oPt Rule of Law II</td>
<td>$6,726,694</td>
</tr>
<tr>
<td>JP Malawi Girls’ Education II</td>
<td>$6,648,238</td>
</tr>
<tr>
<td>Liptako-Gourma Regional JP</td>
<td>$6,273,493</td>
</tr>
<tr>
<td>JP DRC Fight against GBV – JAD</td>
<td>$5,323,117</td>
</tr>
<tr>
<td>JP Bangladesh LoGIC</td>
<td>$4,219,271</td>
</tr>
<tr>
<td>JP Pacific Financial Inclusion</td>
<td>$4,110,437</td>
</tr>
<tr>
<td>JP Mozambique Action for Girls</td>
<td>$2,886,732</td>
</tr>
<tr>
<td>JP Uganda Support for AIDS</td>
<td>$2,678,071</td>
</tr>
<tr>
<td>JP Cuba EE FRE-DL</td>
<td>$2,522,727</td>
</tr>
<tr>
<td>Sri Lanka Program for Peace JP</td>
<td>$2,071,518</td>
</tr>
<tr>
<td>JP Mozambique Rapariga Canada</td>
<td>$1,900,408</td>
</tr>
<tr>
<td>JP Mozambique Rapariga Biz</td>
<td>$1,758,223</td>
</tr>
<tr>
<td>JP Georgia Gender Equality II</td>
<td>$1,579,076</td>
</tr>
<tr>
<td>JP Guatemala Cuilco</td>
<td>$1,373,180</td>
</tr>
<tr>
<td>JP Guatemala Ixii</td>
<td>$1,368,971</td>
</tr>
<tr>
<td>JP Georgia EU IPSC</td>
<td>$1,312,212</td>
</tr>
<tr>
<td>JP Belarus BELMED</td>
<td>$1,060,543</td>
</tr>
<tr>
<td>JP DRC ACTIF</td>
<td>$1,042,584</td>
</tr>
<tr>
<td>JP Guatemala Maya Programme</td>
<td>$776,844</td>
</tr>
<tr>
<td>JP Pakistan Education in KP</td>
<td>$760,194</td>
</tr>
<tr>
<td>JP Bosnia and Herzegovina DRR</td>
<td>$700,000</td>
</tr>
<tr>
<td>JP Zambia GBV II</td>
<td>$427,806</td>
</tr>
<tr>
<td>JP Sri Lanka Catalytic PB</td>
<td>$60,817</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$130,573,252</strong></td>
</tr>
</tbody>
</table>
As indicated in Table 5, in 2019, the MPTF Office established ten new joint programmes using the pass-through funding modality. Together with the 20 JPs established in earlier years, this brought the total to 30 operational JPs, by the end of 2019. On average, these JPs had less than four UN participating organizations. Cumulatively, 54 JPs were operationally closed, out of which 24 passed to the last stage in their lifecycle, financial closure. As was the case for MDTFs, the growth in the number of closed JPs was the combined result of strong portfolio management and the expected duration of an efficient JP financial closure process, alongside some delays in UN agencies’ financial closure.

Table 5
Cumulative MPTF Office Portfolio of Joint Programmes (2013-2019), as of Year-end

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Newly established (during calendar year)</td>
<td>3</td>
<td>12</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Ongoing from previous years (as of year-end)</td>
<td>27</td>
<td>30</td>
<td>26</td>
<td>20</td>
<td>15</td>
<td>11</td>
<td>20</td>
</tr>
<tr>
<td>Operationally closed (as of year-end)</td>
<td>9</td>
<td>14</td>
<td>22</td>
<td>33</td>
<td>36</td>
<td>35</td>
<td>30</td>
</tr>
<tr>
<td>Financially closed (as of year-end)</td>
<td>3</td>
<td>3</td>
<td>10</td>
<td>19</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>51</td>
<td>56</td>
<td>61</td>
<td>65</td>
<td>74</td>
<td>84</td>
</tr>
</tbody>
</table>

Central African Republic

Two women on their way to the market in the Prefect of Upper Kotto in Central African Republic. Several inter-agency pooled funds are working to address the humanitarian, peace-building and development challenges the country is facing © UN Photo/Igor Rugwiza
2.3. Contributions and Transfers: Analysis of the Portfolio

Graph 3 provides an overview of the trend in the amount of fee-bearing deposits received for the total MPTF Office portfolio since 2013. The deposits to pooled funds administered by the MPTF Office grew from US$ 715 million in 2013 to US$ 1.25 billion in 2019.

Central African forests, a vital carbon sink for the globe and essential resource for communities and governments, are key to our planet’s future. At the UN Secretary-General’s Climate Action Summit in September 2019, donors to the Central African Forest Initiative (CAFI) joined forces to reiterate support and financial contributions. CAFI counts with the financial support of Norway, Germany, EU, France and the Republic of Korea.
The robust performance in terms of contributions was largely attributable to the transition and development portfolios, with a notably solid performance of the Peacebuilding Fund, which had its strongest year of mobilizing contributions since its establishment by the UN Secretary-General.

On the development side, the Spotlight Initiative Fund was capitalized with an additional European Union (EU) contribution of US$ 60 million and the Joint SDG Funds had a 2019 capitalization of US$ 55 million. Furthermore, development country-level pooled funds aligned with the SDG agenda saw their capitalization increase close to 80% from US$ 47 million to US$ 84 million.

Capitalization levels remained firm for the six country-level humanitarian funds, and for new funds set up in the 2014-2019 period. These new funds, such as the Central African Forest Initiative and transition funds in Afghanistan, the Democratic Republic of the Congo (DRC), Somalia, South Sudan and Colombia, support broad multi-stakeholder partnerships between the UN, national governments, non-UN organizations, the World Bank, and the EU.

In 2019, the top 10 donors to the MPTF Office portfolio were the United Kingdom, Sweden, Norway, Germany, European Union, Canada, the Netherlands, Denmark, Australia and Ireland.

Table 6
2019 Deposits by Contributor (in US$)

<table>
<thead>
<tr>
<th>Contributor</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>$307,169,696</td>
</tr>
<tr>
<td>Sweden</td>
<td>$184,210,492</td>
</tr>
<tr>
<td>Norway</td>
<td>$152,761,840</td>
</tr>
<tr>
<td>Germany</td>
<td>$142,295,667</td>
</tr>
<tr>
<td>European Union</td>
<td>$132,306,791</td>
</tr>
<tr>
<td>Canada</td>
<td>$77,170,937</td>
</tr>
<tr>
<td>Netherlands</td>
<td>$76,406,455</td>
</tr>
<tr>
<td>Denmark</td>
<td>$43,466,699</td>
</tr>
<tr>
<td>Australia</td>
<td>$27,765,719</td>
</tr>
<tr>
<td>Ireland</td>
<td>$24,698,512</td>
</tr>
<tr>
<td>Belgium</td>
<td>$17,955,571</td>
</tr>
<tr>
<td>United States of America</td>
<td>$11,000,000</td>
</tr>
<tr>
<td>Switzerland</td>
<td>$10,090,455</td>
</tr>
<tr>
<td>Finland</td>
<td>$8,172,523</td>
</tr>
<tr>
<td>France</td>
<td>$5,307,865</td>
</tr>
<tr>
<td>Republic of Korea</td>
<td>$5,150,073</td>
</tr>
<tr>
<td>Italy</td>
<td>$4,832,680</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>$4,805,111</td>
</tr>
<tr>
<td>Japan</td>
<td>$4,428,571</td>
</tr>
<tr>
<td>Private Sector</td>
<td>$3,527,873</td>
</tr>
<tr>
<td>New Zealand</td>
<td>$3,449,294</td>
</tr>
<tr>
<td>Uzbekistan</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Australia</td>
<td>$1,766,762</td>
</tr>
<tr>
<td>Qatar</td>
<td>$1,750,000</td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Spain</td>
<td>$826,004</td>
</tr>
<tr>
<td>United Nations</td>
<td>$796,905</td>
</tr>
<tr>
<td>Albania</td>
<td>$505,000</td>
</tr>
<tr>
<td>Foundations</td>
<td>$483,443</td>
</tr>
<tr>
<td>Other*</td>
<td>$437,968</td>
</tr>
</tbody>
</table>

* Jersey, Estonia, Turkey, Poland, Czech Republic, Monaco, Portugal, Chile, Slovakia, Hungary, Lithuania, Cyprus, Peru, Liechtenstein and the Philippines.
The MPTF Office transferred a total of US$1,241,081 to 86 different participating organizations, including UN entities and non-UN entities. There was a substantial increase of resources transferred to NGOs, directly and through the managing agent modality by UNDP, OCHA and UN Women. UNDP, UN Women, UNICEF, UNFPA and FAO were the top recipients in 2019 as shown in table 7.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGO/UNDP</td>
<td>$251,817,640</td>
</tr>
<tr>
<td>UNDP</td>
<td>$227,387,436</td>
</tr>
<tr>
<td>NGO/OCHA</td>
<td>$101,713,520</td>
</tr>
<tr>
<td>UNWOMEN</td>
<td>$94,921,689</td>
</tr>
<tr>
<td>UNICEF</td>
<td>$87,375,949</td>
</tr>
<tr>
<td>UNFPA</td>
<td>$74,854,545</td>
</tr>
<tr>
<td>FAO</td>
<td>$66,336,186</td>
</tr>
<tr>
<td>WFP</td>
<td>$48,446,563</td>
</tr>
<tr>
<td>UNOPS</td>
<td>$46,003,297</td>
</tr>
<tr>
<td>IOM</td>
<td>$43,077,574</td>
</tr>
<tr>
<td>ILO</td>
<td>$20,391,701</td>
</tr>
<tr>
<td>UNCDF</td>
<td>$19,533,313</td>
</tr>
<tr>
<td>WHO</td>
<td>$17,886,133</td>
</tr>
</tbody>
</table>

Table 7
2019 Transfers to Top Participating Organizations (in US$)
Antimicrobial resistance (AMR) is a global threat to health and development accelerated by the widespread misuse of antibiotics in human and animal health and food production. To tackle it, FAO, OIE and WHO established in 2019 the AMR Multi-Partner Trust Fund, a strategic, multi-stakeholder initiative to mitigate the risk of AMR. It has already the support of the governments of the United Kingdom, Netherlands and Sweden.

The Women’s Peace and Humanitarian Fund supports the leadership of Burundian women, like Capitoline (picture) and their organizations through community level economic empowerment projects.

© WPHF
During 2019, the MPTF Office developed a new Strategic Plan, building on the lessons learned and results from the 2013-2018 Plan and building on an analysis of the pooled financing landscape. This new Strategic Plan, for the period 2019-2021 was structured around three strategic objectives: develop and maintain quality assured pooled financing instruments; increase efficiency by continuously pursuing efficiency gains, transparency and meeting key performance indicators (KPIs) and maintain a strong culture of client focus, bringing creativity and agility to current and expanded services. This Strategic Plan was supported by an Investment Plan (2019-2021), to ensure that the office was properly resourced to achieve these goals.
The Plan presents a high-level overview of the MPTF Office’s three strategies: quality assurance, efficiency and client focus including the primary tactical enablers that will support the Office to achieve its strategies (right size, right tools, right level of prudent self-financed investment) as well as manage current and emerging risks.

This plan was the outcome of extensive review and multi-year planning exercises conducted in 2018-2019 including business process reviews, demand analysis and projection 2019-2021, staff retreats, recommendations of the Report of the 2018 Independent Evaluation on Pooled Funding, the UNDP’s Executive Decision on the same and regular client stakeholder consultations.

MPTF Office Investment Plan

As a self-financed and firewalled unit, all the investments included in the plan are to be funded from annual AA fees generated by the services the Office provides to the UN Development System and partners.

Investment Activities to support MPTFO as the UN center of expertise on pooled financing

- Retain and grow staff experienced in specialized fund design, fund administration and operational skills
- Innovate and adapt pooled funding financial instruments
- Mainstream Fund Portfolio lifecycle management complexities
- Update MPTFO Fund Design manual
- Update MPTFO Operations manual
- Launch flagship Gateway Version 2 to address stakeholder requests
- Digitize new business processes, seamlessly integrating Fund Secretariat and AA processes
- Provide Secretariat hosting services and access to communication services to support key driver of fund effectiveness
- Support inter-agency pooled funding groups and UN data, including flagship communications to advance pooled funding knowledge
In recent years, the MPTF Office invested heavily in increasing the quality of the funds it administers, starting with their design. Thanks to enhanced analytical capacities to analyze the financing landscape and scope opportunities, pooled funds will be established when there is a clear reason and when they can underpin multi-stakeholder partnerships that benefit from robust financing instruments. To achieve this strategic objective, the MPTF Office is improving its portfolio analytics, investing in fund design and administration services and innovating through new financing instruments.

**Refined Portfolio Analysis**

Through improved portfolio analysis tools, many of them embedded in the new MPTF Office Gateway, the Office has updated information on the different performance and success factors of its pooled funds. These factors, which include many of the same common management features as identified in the Funding Compact, are crucial for a good performance, and as such, all were incorporated as part of the internal quality-assurance processes.

**Fund Design and Administration**

The MPTF Office continued improving its design services in line with the 2016 Quadrennial Comprehensive Policy Review (QCPR) mandate to “develop well-designed pooled funds.” It provided support across the UN system, including through the MPTF Office Design Manual formally titled, ‘Designing Pooled Funds for Performance’ (2015), which emphasizes the importance of design to smooth fund functioning and success. The Design Manual outlines the key elements of a high-quality fund design process, such as a robust analysis of the value added of a fund within a broader financing strategy, the formulation of a fund results framework anchored in a clear theory of change, and the development of a fund risk management strategy.

This fund design approach was integrated into UNSDG policies and impacted positively on the quality of funds in recent years, raising the expectations of stakeholders. As evidence, the Funding Compact has a UN commitment to ensure the integration of a set of common quality management features across all inter-agency pooled funds. Many of these features for efficient and effective funds derive exactly from the MPTF Office’s Design Manual. In 2020, the MPTF Office will begin reviewing and updating the Design Manual.

**New and Innovative Financing Mechanisms**

The MPTF Office continued its focus on innovation, giving increased importance to attracting private capital and to blended finance, for instance through bond options. As an example, in 2019, two new results-based mechanisms were established: a landmark results-based payment to protect Gabon’s forest and a pay-per-performance scheme to increase meaningful participation and engagement of women in peace operations. Catalytic trust funds, a modality of blended capital, offered a new area of growth through which the MPTF Office administers a grant trust fund that leverages other resources. Two example of funds in the 2019 pipeline (and that were readied for launch in 2020) were the Generation Unlimited (GenU) Trust Fund and the Global Fund for Coral Reefs.

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**The Generation Unlimited Multi-Partner Trust Fund**

Generation Unlimited, to be known as “GenU”, is a global public-private partnership with and for young people. It is about education and employment for all – by 2030 and beyond. The GenU MPTF was initiated by UNICEF, with the MPTF Office as Trustee, and it helps finance the GenU initiative to increase support for expanded education, training, and employment opportunities for two billion young people – an unprecedented scale. The GenU Fund is designed to consolidate a portfolio and evidence base of investable ideas, create clear investment cases and support national and local entities to develop strong proposals to access other sources of financing. It supports GenU’s Country Investment Agendas and Global Breakthroughs, which it co-finances alongside partners that can include business, Member States, NGOs, multilateral organizations, foundations, and individuals. The Trust Fund also supports the Global Team’s operations.

Donor benefits of investing in the Fund include:

- **Private commercial investment**: Investors benefit from GenU sourcing and structuring investable ideas, and ability to share risk across multiple partners;
- **Private capital through shared value partnerships**: Investors benefit from prepared business cases for investment and co-investment with government and civil society;
- **Domestic public funds**: Governments benefit from expertise in crafting investment agendas, availability of private capital, and support in accessing development banks financing; and
- **Development grants and loans**: Development banks benefit from increased country-level demand for concessional and non-concessional financing.
Crowdfunding, Women and Peace

Crowdfunding as a total share of contributions to pooled funds still represents a small but growing percentage of total revenue and experience. However, when creatively and innovatively used, the use of donation-based crowdfunding platforms can contribute exciting opportunities for engagement in pooled funding mechanisms among new audiences and the general public.

A particularly successful and innovative crowdfunding and visibility initiative was launched by the Women’s Peace and Humanitarian Fund (WPHF) in September 2019. WPHF’s #GivingMy2Cents Campaign leveraged a series of strategic partnerships to drive increased awareness and support in commemoration of the International Day of Peace.

The centerpiece of the WPHF #GivingMy2Cents Campaign was a compelling and playful social media video, featuring American actress and WPHF Global Advocate Kristen Bell. This engaging campaign video leveraged Bell’s authentic voice to highlight the alarming statistics that only two percent of peace mediators around the world are women, while spotlighting how local women peacebuilders and their organizations are dramatically underfunded worldwide. The campaign call to action was simple: contribute your “two cents” on how you can help support inspiring women who make change and build peace in their communities by engaging with WPHF on social media and donating to support its cause, because as the campaign tagline clearly stated: “every cent counts towards creating a more peaceful and gender-equal world.”

The WPHF campaign video was viewed over 500,000 times, reaching an additional 9,000 new constituents through a strategic communication partnership with international public advocacy platform Global Citizen, which helped to amplify the campaign across its popular website, social media and digital newsletter channels. The creative assets of the campaign, including the video and a series of social media posts highlighting the voices of WPHF civil society partners, were developed in pro-bono partnership with ad agency 180 LA, a leading digital creative studio.

Nature-based solutions (NBS) to climate change preserve essential eco-system services while also mitigating and adapting to the impacts of climate change. Forest preservation schemes offer a powerful and proven NBS that can protect biodiversity and boost air, soil and water quality, while also addressing climate change.

In Gabon, the national approach to prevent the loss of tree cover forests is pitted against pressure to develop forested lands. While almost 90 percent of Gabon is forested, owing in part to the government’s 2002 establishment of 13 national parks (one of which became a UNESCO world heritage site) and has maintained a low deforestation rate, challenges remain: food insecurity and reliance on food imports, economic disparity and inequality and rising pressure from agriculture and timber industries.

Recognizing the need to support the Government vision for a “Green Gabon”, along with the need to support the preservation of the second largest tropical rainforest in the world – a forest that crosses the borders of six African countries of Cameroon, Central African Republic, Republic of Congo, Democratic Republic of the Congo, Equatorial Guinea, and Gabon – the Government of Norway made in 2019 an additional US$ 150 million contribution to the Central African Forest Initiative (CAFI), a fund managed by the MPTF Office.

Payments – up to US$ 10 per ton of certified ton, will be made annually based on demonstrated results. Over the next 10 years, the Government of Gabon will use it to pilot, operationalize, and scale-up approaches that increase GHG absorption and cut GHG emissions from forest degradation. Through the Fund, Gabon will raise the bar in rainforest protection and natural resource governance, institute policies that meet multiple SDG targets and community awareness of NBS and ultimately inspiring others to do the same.

To help Gabon meet these goals, the MPTF Office-administered CAFI will support stakeholders engagement on national and cross-border solutions that protect the region’s expansive forests – an effort that will preserve important eco-system services and build livelihoods while mitigating and adapting to climate change.

Sourcing Climate Change Solutions in the Forests of Central Africa

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Sourcing Climate Change Solutions in the Forests of Central Africa

Nature-based solutions (NBS) to climate change preserve essential eco-system services while also mitigating and adapting to the impacts of climate change. Forest preservation schemes offer a powerful and proven NBS that can protect biodiversity and boost air, soil and water quality, while also addressing climate change.

In Gabon, the national approach to prevent the loss of tree cover forests is pitted against pressure to develop forested lands. While almost 90 percent of Gabon is forested, owing in part to the government’s 2002 establishment of 13 national parks (one of which became a UNESCO world heritage site) and has maintained a low deforestation rate, challenges remain: food insecurity and reliance on food imports, economic disparity and inequality and rising pressure from agriculture and timber industries.

Recognizing the need to support the Government vision for a “Green Gabon”, along with the need to support the preservation of the second largest tropical rainforest in the world – a forest that crosses the borders of six African countries of Cameroon, Central African Republic, Republic of Congo, Democratic Republic of the Congo, Equatorial Guinea, and Gabon - the Government of Norway made in 2019 an additional US$ 150 million contribution to the Central African Forest Initiative (CAFI), a fund managed by the MPTF Office.

Payments – up to US$ 10 per ton of certified ton, will be made annually based on demonstrated results. Over the next 10 years, the Government of Gabon will use it to pilot, operationalize, and scale-up approaches that increase GHG absorption and cut GHG emissions from forest degradation. Through the Fund, Gabon will raise the bar in rainforest protection and natural resource governance, institute policies that meet multiple SDG targets and community awareness of NBS and ultimately inspiring others to do the same.

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Efficiency

Strategic Objective 2
Efficiency Gains, Transparency and KPIs
Achieved

Increase efficiency by continuously pursuing efficiency gains, transparency, and meeting KPIs

Against growing demand for more and better pooled funding, in 2019, the MPTF Office built on its previous investments in improved business processes, up-to-date standard legal agreements, and enhancing the information services. Two key elements for gaining further efficiency gains were a new online MPTF Office’s Gateway and a new Operations Manual.

Improved Business Processes and Information Systems: A New MPTF Office Gateway

The MPTF Office uses technology to support efficient fund administration processes, financial management of the funds and portfolios, as well as to provide transparency to its stakeholders. Its key platform is a web-based fund and project management tool, the Gateway, which it initially launched in 2010. The Gateway supports the MPTF Office’s reputation as a leader in open data and transparency, and it is considered a critically valuable platform by contributors, UN agencies, and other partners. The current version of the Gateway provides information on fund financial data, including deposits, transfers and expenditures, and it houses fund-related programmatic and financial documents. The site’s financial data is refreshed every two hours.

This past year, the office finalized the business requirements to update the Gateway to, inter alia, better support its administrative agent functions for a growing and more complex portfolio. Once complete, the revised Gateway will represent a full digitalization of fund administration and management services, with new data interaction functionalities, digital storytelling, and information dissemination capacities.

The new version, to be launched in 2020, will enhance the type and usability of information available to stakeholders and provide more seamless integration between key actors in fund management and administration such as steering committee members, fund secretariats, MPTF Office as administrative agent, contributors, and participating organizations. It will support the Office’s fund administration processes, including a business intelligence module for enhanced analysis of information and communications, and it will streamline and digitize the fund management system. The full update is currently in development, and a completely upgraded version of the platform will be launched in 2020.

Evaluation of MPTF Office Services

The findings of two reports - the 2018 Independent Evaluation on UNDP’s pooled financed services along with the Norwegian Agency for Development Cooperation (NORAD) 2019 Evaluation of Norway’s Multilateral Partnerships Portfolio: the World Bank and UN Interagency Trust Funds - underscored the strong positioning and performance quality of the MPTF Office as the preferred administrative agent for UN pooled funds. The latter report offers a positive independent assessment of the transparency and accountability of MPTF Office administered pooled funds and the related costs, as compared to World Bank Trust Funds and Fiduciary Intermediary Funds.

Advancing Transparency through Improved UN System-wide Financial Data

The MPTF Office has a keen interest in reliable and comparable UN system-wide financial data, considering their relevance to UN financing strategies, joint program-

The Lion’s Share Trust Fund

The Lion’s Share Trust Fund supports animal welfare globally, by encouraging advertisers to contribute 0.5% of their animal-featured media spend to conservation and animal protection projects. In the picture, Farwiza Farhan, a forest conservationist in Sumatra, and partner of the Fund.

© The Lion’s Share Fund
One key office priority was to arrive at an agreed way for the UN to link its financial flows to the SDGs, so that this could be mainstreamed into the MPTF Office portfolio and used in the updated version of the Gateway.

To arrive at this, the MPTF Office initiated and later co-chaired an ad-hoc team on the UN's 'future data cube.' The team developed six UN system-wide data standards that prescribe the requirements for UN system-wide financial data reporting exercises. These included a standard on linking the UN’s financial flows to the SDGs, which prescribed a unified and coordinated way for tracking the UN’s collective financial investment in the SDGs. The standards were approved by the UN’s High-Level Committee on Management (HLCM) and the UN Sustainable Development Group (UNSDG) in October and November 2018, respectively.

The team also developed a draft roadmap for addressing the data gaps that would need to be filled for the UN-system to meet these standards. A publication titled, Data Standards for UN System-wide Reporting of Financial Data (updated again in the first quarter of 2020) is available on the HLCM and UNSDG websites. The new MPTF Office Gateway is fully-compliant with these data standards.

**UNSDG Standard Legal Agreements and Guidance on Pooled Financing**

The standard legal agreements that underpin all pooled financing mechanisms are a continuous source of efficiency gains for the UN system. From 2014 to 2015, the MPTF Office led the UNSDG inter-agency work stream responsible for producing the current standard UNSDG legal agreements and the corresponding guidance documents (both approved in 2015). In 2018, the MPTF Office agreed to again take the lead in updating the standard legal agreements with provisions related to preventing and addressing Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH). The updated text was finalized in December 2019, in close consultation with UN agencies and a group of interested donors.
Eponymously, the MPTF Office is about multi-partner collaboration. It draws an extensive network of contributors and implementing partners into its financing platforms, and is working to further expand its collaborative base as it supports the implementation of the 2030 Agenda and humanitarian action across a wide variety of interventions. A key focus has been on refining and communicating the value proposition of the MPTF Office through a renewed strategic approach to communications, advocacy and partnerships. Investments in data and UN analytics were another central element of this client focus. The MPTF Office also developed complementary services to better respond to its clients’ needs. These improved the efficiency and effectiveness of the AA services and included secretariat support services, data and analytics of UN finance, and knowledge services on pooled funding.

**Communicating the MPTF Office’s Value Proposition and Pooled Funding Advocacy**

In 2019, the MPTF Office developed a communications and advocacy strategy meant to strengthen and consolidate its positioning as the UN center of expertise on pooled financing for the SDGs. This strategy was built on the analysis of communications-related findings by pooled funding evaluations; communications results from the previous Strategic Plan and discussions with stakeholders. The document presents:

- a strategic approach to enhancing the capabilities and resources for the Office’s external communications;
- support for communications, with Fund’s secretariats to use strategic communications as a fund management tool; and
- support to improve the visibility of partners and advocate for UN inter-agency pooled financing.
The Office developed new communication products and launched social media platforms to better engage with partners and outline advantages of pooled financing and services the MPTF Office provides.

As a result:
• web traffic to the Gateway increased 50 percent with a jump in visits to trust funds pages;
• media mentions doubled; and
• downloads of the “Financing the UNDS report almost tripled.

**Strategic Approach to Partnerships**

The 2030 Agenda amplified the demand for better, multi-stakeholder financing arrangements that could enhance collaboration between diverse coalitions of actors and stakeholders. Pooled funds are meeting this need, as they foster open, multi-stakeholder partnerships at the country, regional, and global levels. To help meet the SDGs, the MPTF Office places partnership at the heart of the pooled funds it designs. With the goal to become the preferred pooled funding instruments trustee and enlarge its partner base, the Office has put into place a cross-cutting team that explores new collaborations and supports partnership engagement with UN entities and contributors.

During the past few years, the MPTF Office broadened opportunities for engagement with a diversity of partners (See table 8). It gradually expanded the range of fund initiators, which are the type of partners that can request the MPTF Office to establish a new fund, beyond the standard UNSDG provision of a joint request from at least two UN entities.

This resulted in different “categories” of pooled funds, each building on the legal basis of the UNSDG pass-through arrangement, but with some differentiation in governance set-up and MPTF Office policies and procedures to reflect the nature of the fund owner.

In 2019, the Office organized two multi-stakeholder discussion forums, the establishment of which followed from recommendations by UNDP’s Independent Evaluation of Inter-Agency Pooled Financing Services, which was endorsed by UNDP’s Executive Board. This periodic MPTF Office multi-stakeholder discussion forum enhanced systematic stakeholder engagement, with a view to reviewing progress, discussing global finance trends, strengthening partner engagement, and building donor confidence in pooled funding.

This forum became an informal consultative body that meets periodically. Two forums were held in 2019 that covered a variety of topics, including results from previous year, the humanitarian-peace-development nexus and investments made by the Office to improve its services.

### Table 8
**Types of Partners’ Engagement Enabled by MPTF Office Instruments**

<table>
<thead>
<tr>
<th>Partner roles</th>
<th>Partnerships types</th>
<th>Partners with existing vehicles of engagement</th>
</tr>
</thead>
</table>
| **Initiation partners** | Request MPTF Office support for the design and administration of new pooled funds | • UN Entities (at last two)  
• UN Secretary-General / UN Deputy Secretary-General  
• UN Secretariat department  
• Governments (national funds)  
• UN-agency initiated |
| **Contributor partners** | Provide financial support to a fund                                                | • Governments / UN Member States  
• Non-governmental organisations  
• Multilateral organisations; this includes both IFIs and UN entities  
• Foundations  
• Private sector, including crowdfunding  
• Feeder funds |
| **Secretariat hosts**   | Partner with the MPTF Office on fund design and management for the benefit of governance mechanisms | • OCHA – Humanitarian funds  
• DCO (global, regional and country levels)  
• Other UN Secretariat department/office  
• Other UN entities  
• MPTF Office – firewalled  
• Governments |
| **Implementation partners** | Hold direct programmatic and financial accountability for programmatic activities | • UN entities  
• Multilateral organisations outside UN; this includes IFIs and other intergovernmental organisations  
• National governments  
• Non-governmental organisations  
• Recipient fund from feeder fund |
Data and Analytics on UN Finance

Data and analysis on UN finance is important to the MPTF Office as a center of expertise and for its fund design, which uses information on existing UN financial flows and other financing sources. In the last five years, the MPTF Office has developed a service line of analytics on UN financing, which includes on-demand analysis of available financial instruments, as well as tailor-made data-led products. The MPTF Office also partnered with foundations, research institutions, specialized NGOs, and private sector partners to advance its understanding on issues of relevance to UN Development System financing.

As an exemplarily result, the Office, together with the Dag Hammarskjöld Foundation and with contributions from the UN-system, academia and other partners, published its annual flagship report on ‘Financing the UN Development System’. The fifth report in the series was published in September 2019 with the sub-title, ‘Time for Hard Choices.’ This report has become a referent for policy makers and researchers to better understand how the UN is financed and how it expends resources. To allow greater data interaction, for the first time, the report included several online data visualization tools allowing users to track, over a period of 8 years, top contributors to the UN and to analyze how expenditures in crisis-affected countries have evolved. The sixth edition is currently under preparation with a launch planned for September 2020.

In addition, the MPTF Office co-led the development of key UN/UNSDG data products, including the UN system wide data standards, the annual UNSDG pooled fund database, UN financial overviews for programme countries, and a number of country or region specific financial flow mappings.
Secretariat Support Services

The MPTF Office collaborated with a wide variety of fund secretariats (or convening agencies as they are called in joint programmes) that service pooled fund governance mechanisms with a range of secretariat responsibilities.

Some of these secretariats were well-established and served large, long-standing MDTFs, while smaller funds were often managed by just one UN staff member who performed the secretariat function on a part-time basis (these were not MPTF Office staff, but belonged to the UN entity hosting the Secretariat). The secretariats were hosted by a wide variety of UN entities or by national governments.

The demand for the MPTF Office to support fund secretariats has grown rapidly since 2014. This service line initially offered a wide range of services to secretariats hosted by different UN entities and the development of the fund operational manuals and templates. It also included technical support during the initial phases of fund implementation as well as advisory services on potential funding sources. In a number of instances, the MPTF Office was asked to administratively host the fund secretariats for global funds, such as for the Ebola Response Fund and the Joint SDG Fund. The office agreed to do so in special circumstances, based on the explicit demand of the fund stakeholders and steering committee, with the cost of the support covered through a direct cost project. Ad-hoc support was also provided for newly established funds, where initial extra capacity was needed to scale up the initiative.

By the end of 2019, the MPTF Office hosted the fund secretariats for the following funds: the Spotlight Initiative Fund (management unit only) on behalf of the Executive Office of the UN Secretary-General (EOSG), the UN Haiti Cholera Response MPTF, and the Joint SDG Fund and the Human Rights Mainstreaming Fund, both on behalf of the UN Development Co-ordination Office (DCO). A clear division of responsibilities was put in place to ensure strong checks and balances and to avoid conflicts of interest, with separate MPTF Office staff performing the AA and secretariat functions.

The new Gateway will provide a specific module for project management that will help Secretariats to substantially streamline their management procedures. In addition, a full-time position was established, with the new investment plan, which will allow to provide support to Funds’ secretariat as needed. A secretariat toolkit is also under development.
The MPTF Office is a fully, self-financed office resourced entirely out of the one percent AA fee income it receives on donor contributions. The AA fee covers fund design and MPTF Office administration costs for the full fund lifecycle. Fund advisory services, such as secretariat support, are provided on a cost-recovery basis using consultants or reimbursable staff time. This financing structure means that the MPTF Office remains diligent on balancing projected annual and lifecycle fund capitalization targets with services needed, and that it continues to invest in process efficiencies and to optimize its resources.
A student is photographed outside the library of the 26 June Secondary School in Hargeisa, Somaliland. Since 2014, the Somalia Multi-Window Trust Fund has been supporting the country’s state-building process through joint programmes that focus on immediate delivery, building local resilience, and capacity development. © UNDP Somalia
4.1. Operational Performance

The MPTF Office uses a set of key performance indicators (KPIs) to track the performance of its core fund administration services.

KPI 1
Timely Application of Donor Deposits and Transfers to Participating Organizations

During 2019, the MPTF Office met its indicators for timeliness of deposit application and transfers to participating organizations. The Office transferred US$ 1.241 million to 67 participating organizations, with 96 percent transferred within the five-day window. In the case of humanitarian funds, the MPTF Office ensured that transfers took place even faster, with 98.3 percent of payments processed within five business days.

KPI 2
Timely Submission of 2018 Annual Consolidated Progress Report

As per the legal agreements, annual consolidated progress reports (narrative and financial) are to be available to steering committees, donors, and other stakeholders by 31 May of the following year, while final narrative reports are due by 30 June. Supported by the standardization and automation of annual financial narrative reports through the Gateway, the MPTF Office achieved a 100 percent success rate for timely completion of all financial reports. As part of the UNSDG policy of ensuring that fund managers maintain accountability for narrative reporting responsibilities, the majority of the consolidated annual and final narrative reports were produced by fund secretariats, Resident Coordinator Offices or convening agencies, as in the case of joint programmes. By the due date, 89 percent of the annual and final consolidated narrative reports were finalized and published. The delay in finalizing two reports for funds operating in Sudan owed to the special, in-country political situation.

KPI 3
Timely Production of 2018 Certified Sources and Uses of Funds Statements

As per the legal agreements, by 31 May of the following year the MPTF Office provides its stakeholders with a certified annual financial statement (sources and uses of funds or SUOFs) for each MDTF and joint programme that has not been financially closed. In 2019, for the eighth year in a row, all financial statements were posted on the individual web pages of the MPTF Office Gateway by 31 May; and the related KPI - 100 percent of the statements delivered by 31 May - was fully achieved.

KPI 4
Targets for Project Closure

In recent years, the MPTF Office invested heavily in improving the UN’s performance on the timely closure of pooled funding projects, programmes, and completion of funds. For pooled funds, all UN agencies receiving funding under a project needed to financially close their project, and provide the final refund and financial report, to enable the MPTF Office to financially close the project. The 2018 UNDP Independent Evaluation of Inter-Agency Pooled Financing concluded that “stricter compliance by participating organizations on timely fund closure of projects would free up significant resources that could be potentially used by other organizations with active projects under the fund.” Therefore, delays in project closure by UN agencies negatively impacted the MPTF Office’s closure rates.

With the positive collaboration of a large number of UN agencies, the MPTF Office engaged recipients to clear up and close old projects. The volume of MPTF Office projects financially closed has grown each year, and in 2019, the Office financially closed 342 projects and 14 funds. Last year fund completion accelerated, but further collaboration by participation organizations, which are responsible for closure, was still needed. To improve closure tracking and better identify bottlenecks, the MPTF Office developed, as part of the new Gateway, a project closure dashboard. This will help the MPTF Office continue increasing closure rates and close the vast majority of funds within a three-year period after their operational end date.

It should be noted, however, that given that multiple agencies may be funded through one joint project, it takes only one delayed reporting agency to prevent overall project and fund closure. These projects therefore continue to be targeted for resolution with the mutual support of the participating organizations.
Graph 5 highlights the performance of UN agencies for projects with an end date of 2017 or a prior year. It reflects the percentages of UN agency projects where certified final project financial statements (CFPFS) had or had not been received within the two-year period after operational closure of the project. On average, across the full MPTF Office portfolio, 1,041 or 23.6 percent of the certified project closure reports due by the end of 2017 were still outstanding.

Graph 5
Agency Financial Closure Performance for Projects with End Date 2017 and prior
(Certified Final Project Financial Statements, CFPFS status as of 31 December 2019)

- Received CFPFS
- Pending CFPFS

* Others includes 29 entities that each implement 13 projects or less, which represents a total of 134 projects.
4.2 Financial Resources

In line with the AA protocol and legal framework for pooled funds approved by the UNSDG and embedded in the MOU and contribution agreements, signed with participating organizations or donors respectively, the MPTF Office charges each pooled fund an administrative fee at a flat rate of one percent of the amount contributed by each partner, with the exception of European Commission contributions where direct costs are charged.

Pooled funds are charged the fee or direct cost on receipt of the contribution, but the MPTF Office earns that income over a four-year period to match the timing more closely between income generated to when AA services are provided, including those of UNDP’s central services.

In 2019, the Office earned US$ 9.2 million from AA fees from which US$ 8 million was allocated to the MPTF Office to finance its operations. The balance, US$ 1.2 million, was allocated to UNDP headquarters, as payments for central services such as treasury, finance, IT, legal, and human resources.

Last year, it was also highly positive in terms of the interest income generated. In total, US$ 18.1 million was generated, which was more than double the Office’s budget. This means that the entire AA fee was covered by interest at the level of the overall portfolio and additional resources were freed up for fund programming.

A New Multi-Year Strategic Plan

Total MPTF Office expenditures from the Office’s operational budget in 2019 were US$6.7 million. One of the MPTF Office’s primary strengths was its ability to adapt its fund design and administration services to the changing needs of its partners and to continue to improve its business processes to build efficiencies or economies of scale. With the increase in the portfolio and growth in complex design needs, the staffing structure which has remained the same for the past five years reached maximum capacity, even with the investments in business efficiencies. To address the needs of a growing portfolio and an increasingly complex and strong demand for pooled funding, the Office began investing in expanding its staff and skills base as part of its new Strategic Plan. This was resourced from the income generated and with due respect for the overall prudent fiscal management policy adopted by the Office to ensure that AA services aligned with income and could be recovered through the costing structure.

Looking ahead, the positive policy environment set by the Funding Compact and its commitment to double pooled funding means that the MPTF Office needs to be prepared for further growth. There is also a strong expectation that UN pooled funds will be increasingly efficient and effective in meeting the high standards of stakeholders in terms of quality management. The UN’s MPTF Office, as the standard setter for the UN’s AA function, stands ready to take on these challenges and facilitate the broader UN partnerships that will support the delivery of the 2030 Agenda, and beyond.
## Participating organizations

### UN organizations
- Department of Peace Operations (DPO)
- Executive Office of the Secretary-General (EOSG)
- Food and Agriculture Organization (FAO)
- International Civil Aviation Organization (ICAO)
- International Fund for Agricultural Development (IFAD)
- International Labour Organization (ILO)
- International Maritime Organization (IMO)
- International Organization for Migration (IOM)
- International Trade Centre (ITC)
- Joint United Nations Programme on HIV and AIDS (UNAIDS)
- Office of the United Nations High Commissioner for Human Rights (OHCHR)
- Pan American Health Organization (PAHO)
- United Nations Children’s Fund (UNICEF)
- United Nations Conference on Trade and Development (UNCTAD)
- United Nations Department of Economic and Social Affairs (DESA)
- United Nations Development Programme (UNDP)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
- United Nations Environment Programme (UNEP)
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Human Settlements Programme (UN-Habitat)
- United Nations Industrial Development Organization (UNIDO)
- United Nations Institute for Training and Research (UNITAR)
- United Nations Mission in South Sudan (UNMISS)
- United Nations Office for Project Services (UNOPS)
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
- United Nations Office on Drugs and Crime (UNODC)
- United Nations OSRSG Sexual Violence Conflict
- United Nations Population Fund (UNFPA)
- United Nations Volunteer Programme (UNV)
- World Food Programme (WFP)
- World Health Organization (WHO)

### National governments and international cooperation agencies
- Enabel – Belgian Development Agency
- French Development Agency (AFD)
- Government of Somalia
- Japan International Cooperation Agency (JICA)

### International organizations
- The World Bank
- Organisation for Economic Cooperation and Development (OECD)
- World Organisation for Animal Health (OIE)

### Non-governmental organizations
- ACCORD
- AcctLab_LBR
- Action pour Paix et Concorde
- Association for Cooperative Operations Research and Development (ACORD)
- CARE International
- Caritas Bolivia
- CECI Burkina Faso
- Cordaid
- Danish Refugee Council (DRC)
- Educare
- Forum Konservasi Leuser
- Fundacion Libertad de Prensa
- Global Partnership for the Prevention of Armed Conflict (GPPAC)
- HAKA - Hutan Alam dan Lingkungan Aceh
- Humanity and Inclusion
- Humane Society International
- International Alert
- International Center for Transitional Justice (ICTJ)
- Interpeace
- Life and Peace Institute
- Mercy Corps
- National Peace Council of Sri Lanka (NPC)
- Netherlands Institute for Multiparty Democracy (NIMD)
- Oxfam Intermon
- PanEco Foundation
- SampanAsa Momba Ny Fampandros
- Saferworld
- Search for Common Ground
- Sisma Mujer
- War Child UK
- Wildlife Conservation Society
- World Vision International Myanmar
- Yayasan Orangutan Sumatera