



**QCPR Monitoring
Survey of Agency HQ
2014**

Report

**Development Cooperation Policy Branch
Department of Economic and Social Affairs
United Nations**

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QCPR Monitoring – Survey of Agency HQs, 2014 – DRAFT REPORT

Introduction

The 2014 survey of the headquarters of UN entities is the second survey to be conducted in the framework of monitoring the implementation of GA resolution 67/226 on the QCPR. In that resolution, the General Assembly called on the Secretary-General to regularly assess and report on a comprehensive and quantitative basis on progress in furthering programme and operational coordination at the country level.

The 2014 survey, administered by UN/DESA, was carried out over the period 8 August to 30 September 2014. Responses were received from 22 entities, representing over 90 per cent of UN operational activities for development, by volume of funding. In addition to the principal UN funds and programmes, responses were received from six UN specialized agencies, including four (FAO, ILO, UNIDO and WHO) out of the five with the largest presence at country level. UNESCO is the one from which a reply was not received. Three of the five UN Regional Commissions also provided responses.

To facilitate the responses from UN entities, a quotation from the relevant Operative Paragraph/s of resolution 67/226 was provided as a preamble to each question. In a few cases, supplementary mandates were established by ECOSOC in July 2013 and February 2014; these were also mentioned, with a reference to the applicable paragraph of E/RES/2013/5 or E/2014/L.3. The same format is used below. The results are presented in the order of the chapters of the QCPR resolution.

For simplicity of language, the term “agency” was generally used in the questionnaire, to refer collectively to UN entities, whether Funds and Programmes, Specialized Agencies, Departments of the UN Secretariat and others. The same language is used in this report.

I. Funding

1. Requests the United Nations funds and programmes, and encourages the specialized agencies, to report to their governing bodies at the first regular session of 2014 on concrete measures taken to emphasize the importance of broadening the donor base” and “Adopt concrete measures to improve the donor base” (OP35)

1a. Did your agency report to its governing body on ‘concrete measures’ to broaden the donor base at its first regular session in 2014 or at another session held since the QCPR?

1.b. Did your agency receive contributions from any new sources in the past 18 months?

1.c. If Yes, please explain briefly:

All major funds, programmes and agencies confirmed having received contributions from new sources over the last 18 months. They also confirmed that they report to their governing bodies on specific measures to further broaden the donor base, including in the context of structured dialogues with governing bodies on how to finance the development results agreed upon in the new strategic planning cycle.

“Define common principles and present specific proposals for the concept of “critical mass” of core resources” (OP39); and “Expresses its regret that the mandate contained in General Assembly resolution 67/226 on critical mass of core resources was not fulfilled and reiterates the request to UN Funds and Programmes to define common principles for the concept of critical mass of core resources, which may include the level of resources adequate to respond to the needs of the programme countries and to produce the results expected in strategic plans, including administrative, management and programme costs, in consultation with member states and to present specific proposals in 2014 with a view to a decision in 2014” (OP15 of 2014 ECOSOC resolution)

2a. Does your organization have plans for presenting specific proposals to the governing body on the concept of critical mass in 2014?

2b. If Yes, please describe briefly:

For Funds and Programmes only:

2c. If No, please provide a brief explanation

Eight entities answered this question affirmatively. Twelve answered No and two skipped the question. Among those that answered No, WFP indicated that it does not have a resource model that is based on core and non-core resources. Without this financial classification model, the underlying principles presented in the QCPR text on critical mass are not applicable to WFP in their intended essence.

A consensus emerged across the UN system that the concept of critical mass can best be developed and discussed within the larger context of structured dialogues between entities and governing bodies on how to finance the development results agreed upon in the new strategic planning cycle. Such approach allows core resources to be considered in an integrated manner that takes account of the complementarity between core and non-core resources.

For further detail on this issue, see question 4 below which covers the larger context of structured dialogues.

3. “Welcomes the progress made by United Nations funds, programmes and specialized agencies to ensure that available and projected core and non-core resources are consolidated within an integrated budgetary framework, based on the priorities of their respective strategic plans, and encourages all agencies that have not already done so to develop such integrated frameworks in their next budget cycle;(OP18 of ECOSOC 2014 Resolution)

3a. Does your agency ensure that available and projected core and non-core resources are consolidated within an integrated budgetary framework?

Seventeen entities answered this question affirmatively. One indicated that this will be done at the start of the next budget cycle. Three indicated that there were no plans to do this.

4. “Requests ... the Executive Boards of the funds and programmes and the governing bodies of the specialized agencies, as appropriate, to organize structured dialogues during 2014 on how to finance the development results agreed in the new strategic planning cycle of their respective entities, with a

view to making non-core resources more predictable and less restricted/earmarked, broadening the donor base and improving the adequacy and predictability of resource flows;" (OP46)

4a. *Has the governing body of your organization scheduled such a dialogue?*

4b. *If no, please explain briefly:*

All major funds and programmes either initiated or continued such structured dialogues during 2014. UNDP, UNICEF and UNFPA (with the participation of UN Women and WFP) developed common *principles for the concept of critical mass of core resources*: (a) reflects the funds needed to achieve the outcomes as stated in each entity's strategic plan; (b) is the minimum level of resources adequate to provide the foundation from which to respond to the needs of the programme countries and deliver the results of the respective strategic plans; (c) reflects the specific mandates and business models of each agency; (d) ensures that agencies are able to respond to changing contexts/needs, including emergencies, in a stable manner and in line with their strategic plans.

First presented and discussed during a joint informal meeting with member states in December 2013, these common principles formed the basis for continued dialogue between individual entities and their respective governing bodies on several occasions during 2014, taking full account of the specific mandates and business models of the entities concerned. In the case of UNICEF, for example, the Executive Board agreed to not define any specific level of critical mass of core resources while recognizing that a critical mass of resources are the total resources required to achieve the results of the approved Strategic Plan. In discussing the possibility of defining a minimum level of relatively flexible resources however, Member States acknowledged numerous benefits to increasing the proportion of UNICEF resources that is not tightly restricted.

Similar understandings emerged from the dialogues pursued by other entities. UNDP, for example, has developed the concept of "critical mass plus (CM+)". This calls for a shift from a high proportion of tightly earmarked non-core resources (currently 76 per cent of total resources) towards a higher proportion of core and minimally earmarked non-core resources (target of around 55 per cent), thereby providing more flexible and predictable funding for development. According to UNDP, acceptance of a concept such as CM+ towards longer-term reliance on greater regular and minimally earmarked funding, would significantly improve its ability to reinforce and sustain the higher standards of quality, timeliness, flexibility, efficiency, effectiveness and accountability demanded by its Strategic Plan, thus allowing the organization to follow-through on the development and programmatic logic of the plan.

For UNAIDS, discussions during its financing dialogue focused on the need to ensure the sustainability and predictability of UNAIDS core funding; the need for further expansion of the donor base (including middle-income countries); and the need for strengthened communication on results.

Another example is UNEP's funding strategy for secure, stable, adequate and increased financial resources particularly through increased UN Regular Budget appropriations based on General Assembly resolution 67/213 of December 2012 that strengthened and upgraded the mandate of UNEP and contributions to its Environment Fund.

WFP does not apply the same core/non-core resources classification model as other funds and programmes. During consultations over the course of the year, its Executive Board did not express

any interest in shifting to a core resources funding model as such. However WFP also faces the challenge of having a high level of restricted earmarking for the majority of contributions. An imbalance between flexible, un-earmarked and (tightly) earmarked resources equally affects WFP's ability to effectively and efficiently achieve strategic plan results. WFP will continue the dialogue in 2015.

As for UNDP, UNICEF, UNFPA and UNWomen, through their respective decisions¹ the Boards took note of the consultative process with Member States regarding possible approaches to critical mass of core resources and with General Assembly resolution 67/226, of the common principles for the concept of critical mass as developed by UNDP, UNICEF and UNFPA (with the participation of WFP and UNWomen). The Boards further decided to organize, on an annual basis, structured dialogues with Member States to monitor and follow-up on the predictability, flexibility and alignment of resources provided for the implementation of the strategic plans, including information on funding gaps. To that end UNDP, UNICEF, UNFPA and UNWomen were requested by their Boards to present a resource mobilisation strategy and/or strategic brief for consideration in 2015. WFP already holds regular consultations on financing with its Executive Board in the course of preparing its annual Management Plan.

5. "Reaffirms, in this regard, that the guiding principle governing the financing of all non-programme costs should be based on full cost recovery, proportionally, from core and non-core funding sources; (OP48) and "Requests the Executive Boards of the United Nations funds and programmes, and encourages the governing bodies of the specialized agencies, to adopt cost recovery frameworks by 2013, with a view to their full implementation in 2014, based on the guiding principle of full cost recovery, proportionally, from core and non-core resources..." (OP53)

5a. Has the governing body of your organization adopted a cost recovery framework based on guiding principle of full cost recovery, proportionally, from core and non-core resources?

Eleven entities answered this question affirmatively. Five answered No and one indicated that adopting a cost recovery framework was currently in the planning phase. Five others skipped the question.

6. "Include estimated cost recovery amounts in budgets and report on actual amounts recovered as part of regular financial reporting" (OP54)

6a. Does your organization include estimated cost recovery amounts in its budget presented for approval by the governing body?

Twelve entities answered this question affirmatively. Six answered No and four skipped the question.

6b. Does your organization report on actual amounts recovered as part of regular financial reporting to the governing body?

Thirteen entities answered this question affirmatively. Four answered No and five skipped the question.

¹ UNDP 2014/24; UNICEF 2014/17; UNFPA 2014/25; UNWomen 2014/6

II. National Capacity Development and Development Effectiveness

7. “Develop a common approach and frameworks for measuring progress in capacity development in programme countries” (OP63), and “Develop specific frameworks aimed at enabling programme countries, upon their request, to identify, monitor and evaluate results in capacity development to achieve national development goals and strategies” (E/RES/2013/5, para 17) and “consider the findings and observations related to national capacity gaps repeatedly highlighted by programme countries to be addressed through the work of the operational activities for development of the United Nations system” (E/RES/2013/5, para 18); Reaffirms the request by the General Assembly to the United Nations development system to develop, for the consideration of Member States, a common approach for measuring progress in capacity development, including measures to ensure sustainability, as well as to develop specific frameworks aimed at enabling programme countries, upon their request, to design, monitor and evaluate results in capacity development to achieve national development goals and strategies; and invites the Secretary-General to provide comprehensive and evidence-based updates on measures taken in this regard in his 2015 annual report on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system;(E/2014/L.3, OP24).

Please describe the steps your agency has taken towards the definition of a common approach and framework for measuring progress in capacity development.

Within the UNDG, UNDP is taking the lead on this initiative. UNDP reported that its own capacity measurement approach and framework was developed and rolled out in 2010 to measure changes in capacities as well as resulting performance, stability, and adaptability of institutions and systems. The approaches and methodologies have infused various UN policy and guidance documents, such as the UN Guidance on Effective Use and Development of National Capacity in Post-Conflict Contexts.

This “common approach and framework” is one of the common QCPR indicators amongst the Funds and Programmes in their new Strategic Plans (2014-17). Once the UNDG Programme Network (UPN) work is completed, they will be reporting progress against this on an annual basis. Reporting on it is expected to begin in 2015.

Several agencies mentioned that they ensured measurement of performance in capacity development projects through results-based management (RBM) systems, including logical frameworks. For example, ITC reported that their RBM system enables them to continuously monitor and report against capacity building targets at country level. OHCHR has created an internet-based Performance Monitoring System that allows for planning, monitoring and reporting on results on an on-going basis and at all levels (activities, outputs and outcomes). OHCHR can therefore assess where capacity changes (output level) supported by it have led to behavioural, legislative or institutional changes (outcome level).

UNICEF highlighted the use of the multiple indicator cluster survey as a capacity-building tool for national and local statistical bodies and governments. Similarly, UNODC noted the opportunities to refine and enhance national data collection in the context of implementing the United Nations Convention against Corruption.

Several agencies reported on improvements to their internal processes in regard to the design and implementation of capacity development and technical assistance activities and projects. For example, WFP has developed a 'National Capacity Index' (NCI) that measures change in capacity level, which is being used in support of projects to strengthen national capacity to end hunger. UNOPS pointed to the linkage between national capacity and sustainability, and mentioned that a 'sustainability marker' was being developed for reviewing UNOPS engagements, establishing minimum sustainability standards at the project design stage and specific targets.

The 2014 survey of programme countries includes Governments' perceptions of the effectiveness of individual UN agencies in supporting capacity development in their country. The evidence from the survey is that effectiveness in capacity building is closely linked to the presence of agencies in the country.

III.C – South-South Cooperation

8. “Requests the SG in close consultation with the UNOSSC, to present as part of the annual report on the implementation of the QCPR in 2015, recommendations based on a thorough analysis of obstacles to and incentives for scaling up of UN support to SSC, including lessons learnt from the implementation of successful SSC projects and programmes (E/2014/L.3, OP25)

8a. Has your agency integrated South-South cooperation into its strategic plan?

Twenty entities answered this question affirmatively. One answered No and one skipped the question.

8b. Does your agency report on south-south cooperation in its annual report?

Eighteen entities answered this question affirmatively. Three answered No and one skipped the question.

8c. Does your agency provide assistance to the UN Office for South-South Cooperation (UNOSSC) in any way?

Eleven entities answered this question affirmatively. Nine answered No and two skipped the question. The majority of the specialized agencies who responded to the survey answered this question affirmatively, while a majority of the Funds and Programmes answered in the negative. One of these Funds and Programmes pointed out that they were open to collaborating with the UNOSSC but had not hitherto been approached.

8d. If yes, please explain briefly:

UNDP pointed out that it serves as the organisational host of UNOSSC, and utilizes UNDP’s country and programmatic reach and resources to provide a global operational arm for SSC and triangular cooperation that will also be accessible to other members of the UN Development System. UNOPS added that it has been supporting the UNOSSC on a project-by-project basis for several years based on a long-term relationship between the two offices, and in fact has been UNOSSC’s provider of choice since it was first created as the Unit for Technical Cooperation among Developing Countries in UNDP.

The other entities that indicated they provided assistance to the UNOSSC are: UNEP, UN-Habitat, UNCTAD, FAO, WHO, ILO, UNIDO, and two Regional Commissions: ECA and ECE.

8e. Does your agency have a unit dedicated to south-south cooperation?

Seven entities answered this question affirmatively. Thirteen answered No and two skipped the question. The seven entities and the data they provided are given in the table below. It should be noted that several other entities mentioned that, while there is no dedicated Unit, a number of staff members at Headquarters, regional and country level do have South-South cooperation as part of their job descriptions.

Table 1 - UN Agencies with a Unit dedicated to South-South Cooperation

Agency	Number of staff	% of staff time	Amount of budget dedicated to south-south and triangular cooperation
FAO	20	100	\$10.5m per year (\$5m core, \$5.5m voluntary)
ILO	4	25-50	\$1.7m for 2 years (core resources, plus voluntary funds from Southern partners)
UNCTAD	6	75-100	\$1.2 m per year (staff costs)
UNODC	Not stated	Not stated	Not stated
UN-Habitat	1	25-50	Nil
UNDP	2	100	Plus a minimum of \$14.0 million for UNOSSC for the period 2014-2017
UNICEF	5	Not stated	No dedicated budget
UNIDO	1	100	\$100,000

8i. Please mention briefly any obstacles your agency faces in regard to scaling up support for south-south cooperation:

Several agencies mentioned that they receive requests from beneficiary countries for South-South Cooperation (SSC) support, but their ability to respond is dependent on the availability of extra-budgetary resources.

UNDP explained that they are addressing the challenge of scaling up support for SSC by institutionalizing SSC work, reforming project modalities and developing a corporate strategy. Other agencies have also recognized the need for clearer strategies and institutional reforms; in this regard, WFP has developed a South-South and Triangular Cooperation Policy and Strategy.

Other agencies mentioned that the current mechanisms of technical cooperation need to be adapted to support knowledge-sharing between developing countries, with a role for the UN system as ‘facilitator’, rather than ‘coordinator’ of the processes. Reference was made to the need for technology platforms to support the matching of supply and demand.

8j. Please mention briefly any incentives that your agency has in place to scale up support for south-south cooperation:

Among ongoing incentives, several agencies mentioned the development of corporate policies, the issuance of guidance notes to programme staff, and the inclusion of South-South cooperation as an item to be included in reporting from the field.

In the context of its new strategy, UNDP reported that structural change is underway and staff are being recruited for the regional centres in this regard. UNICEF mentioned plans to establish ‘virtual global hubs’ to facilitate South-South and triangular cooperation around specific thematic issues such as nutrition or humanitarian action. The global hubs would be hosted by a regional or country office in collaboration with a host government.

UNAIDS referred to the 2011 UNGA Political Declaration on HIV and AIDS, which called for shared responsibility and global solidarity as a mechanism to achieve its goals and targets and enable a sustained HIV response, adding that a central part of UNAIDS efforts are focused on facilitating, advocating and developing partnerships to promote this agenda. UNAIDS has since developed

numerous initiatives with a wide range of Southern partners; an example was the provision of a platform at the World Investment Forum bringing together UNCTAD, WHO and generic-producing pharmaceutical companies from the South.

III.E Transition

9. "Requests the United Nations development system to accelerate progress in deepening coordination between Secretariat entities and members of the United Nations development system, inter alia, through the simplification and harmonization of programming instruments and processes and business practices, with a view to providing effective, efficient and responsive support to national efforts in countries in transition from relief to development;" (OP107)

Please identify any relevant programming instruments or processes or business practices that have been simplified or harmonized by Secretariat entities and UN agencies in relation to operations in countries in transition from relief to development.

Note: From the point of view of the SG's report, a key input here will be the report expected from the Integration Steering Group on progress towards the "Endorsement of standardized instruments by Secretariat entities & UNDS to support joint programming and business operations in countries with a UN mission present."

Fifteen of the twenty-two agencies provided comments on this topic.

UNICEF highlighted the policy of Integrated Assessment and Planning (IAP) endorsed by the Secretary-General in 2013 and the accompanying handbook, developed by the IAP Working Group, with inputs from several agencies including UNICEF and WFP. The IAP handbook guides planning and coordination in places where there is an integrated UN presence. This brought rationalization and clarification on how to use or combine different planning tools such as the UNDAF and the Integrated Strategic Framework (ISF). Also the functioning of the undg-echa Working Group on Transition was streamlined in 2013 and early 2014, which enhanced the focus to system-wide work on transition issues. In particular, it was reported that encouraging work had begun on a common approach to resilience, bringing together the Inter-Agency Standing Committee and undg.

WFP also highlighted its participation in Integrated Strategic Frameworks (ISFs), adding that in 2013 WFP adopted its policy 'WFP's role in peace-building in transition settings', maintaining a focus on hunger within the larger United Nations efforts to transition towards peace in countries emerging from conflict. UN agencies and the Secretariat have increasingly acknowledged the importance of coupling actions to address short-term peace-building gaps with longer-term peace-building support, and focus on the linkages between humanitarian and development peace-building efforts, including development of the corresponding tools.

UN Women and the Peace-building Support Office (PBSO) jointly lead on the Secretary-General's Seven Point Action Plan on Gender-responsive Peace-building, which commits the UN system inter alia to allocate a minimum of 15 per cent of all recovery funding to women's empowerment and gender equality. In order to move this forward, UN Women, UNDP and PBSO have been providing technical support to UNCTs to meet their commitments under the Seven Point Action plan, including workshops on tracking financial allocations, technical support on the use of Gender Markers, and harmonization of accountability systems. UN Women also worked with UNDP to integrate the SG's Indicators to Track progress on Security Council resolution 1325 into UNDP's

global strategic plan, thereby streamlining commitments to women, peace and security into bigger entities' corporate reporting mechanisms.

Another initiative, the Global Focal Point for Police, Justice and Corrections, co-led by DPKO and UNDP, is operational at headquarters and in 15 integrated mission settings. UNDP also supports implementation of the 'New Deal' through participation in the International Dialogue on Peace-building and State-building and through its New Deal support facility. These initiatives provide guidance and support for strengthening country level coordination frameworks and mechanisms, including compacts.

Within the framework of Transitional Solutions Initiative, UNHCR and UNDP in collaboration with the World Bank are participating in joint programme in East Sudan and between UNHCR and UNDP in Colombia. UNHCR and UNDP are also supporting the UN Resident Coordinator Offices to develop a durable solutions strategy in three pilot countries (Kyrgyzstan, Côte d'Ivoire and Afghanistan) under the Secretary-General's Policy Committee decision 2011/20 on durable solutions in the aftermath of conflict.

Most other responses referred to individual initiatives by UN agencies; that is, initiatives where there was no mention of cooperation with another entity.

IV. Improving the functioning of the UN development system

IV.A – UNDAF

10. *“Requests the United Nations development system to further simplify and harmonize agency-specific programming instruments and processes in alignment with the United Nations Development Assistance Framework in order to better respond to national priorities, challenges and needs and to reduce transaction costs for national Governments and other stakeholders, and further requests funds and programmes, and encourages the specialized agencies, to consult, inform and discuss with their respective governing bodies progress achieved in this regard by the end of 2013” (OP119)*

10a. *Have specific measures been developed since January 2013 to simplify and harmonize your agency-specific programming instruments and processes in alignment with the UNDAF?*

Thirteen entities answered Yes to this question (UNDP, UN-HABITAT, UNCTAD, WFP, UNFPA, FAO, WHO, UN-WOMEN, UNICEF, OHCHR, UNAIDS, UNIDO and ECE), two answered ‘Ongoing’ (ILO and UNEP), while four answered No (ITC, UNOPS, UNODC and ESCWA). Three agencies skipped the question: some agencies such as ECA indicated that they were not involved in country-level programming.

10b. *If Yes or ongoing, was the progress in this regard discussed with your agency’s governing body by the end of 2013?*

Nine agencies said Yes and eight said No. UNDP, UNFPA, UNICEF and WFP indicated that this topic was discussed by their respective Executive Boards in January 2014. Including these agencies would increase the number of affirmative responses to 12, and reduce the negative responses to five.

10c. *If the answer to either of the above questions is No, what plans does your organization have in this regard?*

Among the agencies that answered No, several did at the same time underline their engagement with the UNDAF and related processes at country level. For example, UN-Women mentioned their new programme and operations manual in this connection, while UNHCR mentioned that a guidance note was being issued to country representatives to ensure systematic engagement with the UNDAF and other relevant country strategic planning processes.

Aligning budget cycles with the QCPR

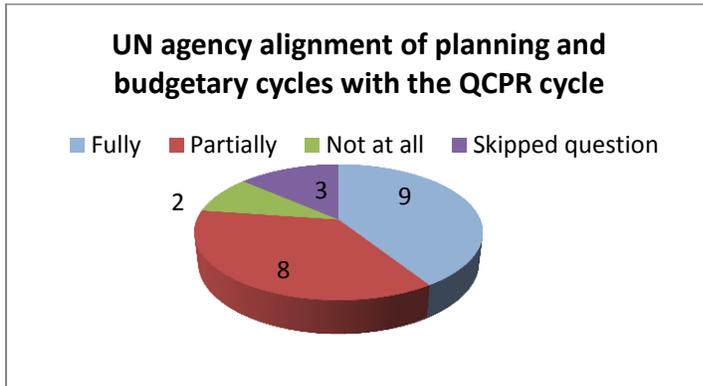
“Calls upon the funds and programmes, and encourages the specialized agencies, to carry out any changes required to align their planning and budgeting cycles with the quadrennial comprehensive policy review, including the implementation of midterm reviews, as necessary, and to report to the Economic and Social Council on adjustments made to fit the new comprehensive review cycle at the substantive session of the Council;” (OP121) and

“Requests the United Nations funds and programmes, and strongly encourages the specialized agencies with operational activities for development, to fully align their strategic plans with the quadrennial comprehensive policy review” (E/RES/2013/5, para 3) and “Requests the United Nations funds and programmes, and strongly encourages those specialized agencies with operational activities

for development, to align their strategic planning and budgeting cycles with the comprehensive policy review cycle” (E/RES/2013/5, para 8)

11a. To what extent is your agency’s planning and budgetary cycle aligned with the QCPR cycle?

Nineteen agencies responded to this question. The responses are shown graphically below:



11b. If Partially or Not at all, please identify what plans your agency has in response to the above requests/invitations:

In their comments, agencies mentioned that they either had already achieved full alignment, or they were in the process of achieving alignment. This includes several of the specialized agencies that responded. UN Secretariat departments that replied Partially, Not at all or skipped the question pointed out that they follow the biennial programme and budgetary cycle as required by the UNGA. This is partially aligned to the QCPR four-year cycle, as two biennia align with the QCPR cycle.

In Annex 1 of this report, readers will find an updated version of the table that was included in the 2013 and 2014 reports of the Secretary-General, which sets out the responses to this question, as well as to the next question (below) on whether agencies provide reports to their governing bodies on the progress they are making vis-à-vis the QCPR. Comparing the two tables, some notable features emerge. Firstly, data was provided this year by three additional entities: UNOPS, ITC and UNECE. Secondly, two additional specialized agencies have now aligned or are committed to aligning their planning and budgetary cycles with the QCPR cycle. Thirdly, four more entities are now reporting to their governing bodies on the actions being taken vis-à-vis the QCPR.

11c. Does your agency report to its governing body on actions taken or planned in regard to the operative paragraphs of the QCPR that apply to the agency?

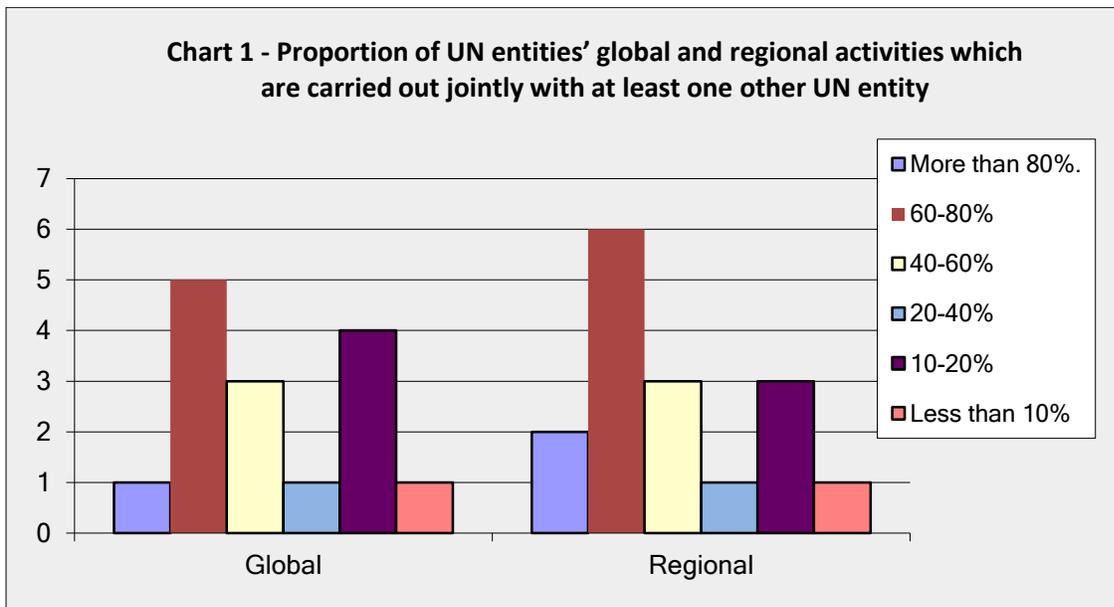
Eighteen agencies responded to this question, of which twelve responded Yes and six said No. A commentary on the responses was provided under 11b above.

IV.B Resident Coordinator System

12. “Find more effective ways of identifying, mobilizing and deploying the assistance necessary to achieve tangible results in programme countries, including through the pooling of the capacities of different entities in the same sectors and at global, regional and national levels” (OP124g)

Please estimate the approximate percentage of current programme activities of your agency at the global and regional levels that are carried out jointly with at least one other UN organisation?

In responding to this question, agencies could choose one of six percentage bands (as shown in the chart below) to indicate the extent to which their activities at the global and regional level are carried out jointly with at least one other UN organization. The vertical axis shows the number of agencies that selected each percentage band.



The following agencies are those that reported that over 60 per cent of both their global and regional activities are carried out jointly with at least one other UN organization: ECA, UNAIDS, UNEP, UNFPA, UNOPS and UN-Women. Among these, UNAIDS reported over 80 per cent at *both* global and regional levels. While none of the agencies with the largest field operations made this list, UNICEF was close with 40-60 per cent at both levels. WFP did not give a numerical answer but noted that there were numerous joint activities with both FAO and IFAD, and these had been growing since 2011.

Overall, there appears to be considerable variation from one agency to another in the degree to which they pool capacities at the global and regional levels. Among specialized agencies, all reported under 20 per cent at both levels, except WHO which reported 20-40 per cent for joint activities at the regional level. While reporting that the share is currently small (10-20 per cent), FAO noted that they were seeing an increasing trend in the share of UN Joint Programmes for global activities.

Many agencies added optional comments. These comments provided illustrations of the agency’s joint activities. UNCTAD mentioned the United Nations Inter-Agency Cluster on Trade and Productive Capacity, which they are leading, while UNICEF highlighted the fact they were hosting

seven inter-agency secretariats, such as Sanitation and Water for All and the United Nations Girls' Education Initiative. The ECE, which reported that 60-80 per cent of their regional activities are joint, mentioned, among many other initiatives, the 'Transport, Health and Environment Pan-European Programme' (PEP) in collaboration with WHO.

13. *“Requests the members of the United Nations development system, upon the request of affected countries, to further delegate authority in the areas of programming and allocation of resources, as appropriate, to field representatives of United Nations entities in order to enable the respective entities to respond effectively and efficiently to national needs and priorities in countries in situations of transition from relief to development” (OP103); And “Ensure the appropriate decentralization of authority from headquarters to the country-level representatives of the funds, programmes and specialized agencies, where relevant, for making decisions on programmatic and financial matters, related to the programming activities as agreed with national authorities;” (OP124j)*

In this context, the following questions were asked:

13a. *Do your country-level representatives have authority to commit funding as part of a joint programme with other UN agencies at the country level?*

13b. *Do your country-level representatives have authority to substitute a multi-entity programme/project work plan for your organization's programme/project work plan?*

13c. *Do your country-level representatives have authority to substitute a Country Annual UN Report for your organization's individual Country Annual Report ?*

The available response options were: All country representatives have this authority/This authority is delegated on a country-by-country basis/This authority has never yet been delegated.

Between 12 and 14 entities responded to these three questions, while the other agencies skipped them. These questions are significant particularly, though not exclusively, in the context of Delivering as One. The first two measures aim to facilitate joint programming, while the third aims to improve the quality of reporting to programme country governments. The agencies that skipped the questions were those with limited field presence, including the regional commissions. The summary results are shown in Table 2 below. More details of the responses are provided in Annex 2, with respect to agencies with a large presence in programme countries. A comparison of the data in 2014 with that provided by the agencies in 2013 can also be seen in Annex 2. One year is too short a time for significant changes to have taken place in relation to these issues, which are linked to accountability for use of funds, and for reporting mandated by governing bodies. Several years' data would be needed to discern any significant trends. A notable feature of Annex 2 is the overall increase in the number of agencies that answered these questions.

Table 2 – Number of agencies whose country-level representatives have the specified delegated authorities

Type of authority delegated	Number of agencies reporting that the specified authority is delegated to their field representatives			
	Delegated to all field representatives	Delegated on country-by-country basis	Never yet delegated	Skipped question
Commit funding as part of a joint programme	8	2	4	8
Use joint work plan instead of separate agency work plan	3	3	8	8
Substitute joint UN report for	0	2	10	10

annual agency country report				
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Several agencies provided supplementary comments, particularly on the matter of country reporting. ILO suggested that the Country Annual UN report tends to be at a high level of aggregation, and thus it would be judicious to have complementary agency-specific reporting that provides insight into the sectoral contributions of agencies to the collective work of the UN development system. UNICEF suggested a distinction between a Country Annual Report for an audience *in the country*, which could be replaced by a joint report for the entire UN, and a Country Annual Report for a global purpose, such as informing the Executive Board of UNICEF results in the Strategic Plan. The latter is considered a measure of UNICEF's accountability to the Executive Board, which could not be replaced. UNICEF suggested that the two types of report could be considered complementary and mutually reinforcing. Other agencies mentioned that the UNDG approach to this topic was evolving along with the development of the Standing Operating Procedures for Delivering as One (DaO), noting the strong emphasis in DaO on joint work planning.

14. "Recognizes that there is a need to enhance the planning and coordination function of the resident coordinator, including through the full exercise of the responsibility and authority of the resident coordinators already provided by the General Assembly under its relevant resolutions, by allowing the resident coordinators to propose to members of United Nations country teams and relevant non-resident agencies, as appropriate, and in full consultation with Governments and with the funds, programmes and specialized agencies, including within the established United Nations Development Assistance Framework development and mid-term review processes: (a) The amendment of projects and programmes, where required, in order to bring them into line with the United Nations Development Assistance Framework, without prejudice to the approval process through the governing bodies; (b) Amendments to the United Nations Development Assistance Framework, or its action plan, if it is determined that some activities are no longer aligned with the broader strategy of the United Nations development system in response to the national needs, priorities and challenges of the programme country concerned" (OP126)

14a. Do the rules, procedures, processes of your organization allow the RCs to propose, in full consultation with Governments and with the funds, programmes and specialized agencies, adjustments/changes to agency programmes and to the UNDAF to ensure they are in line with national needs, priorities and challenges?

Six agencies answered this question affirmatively, ten answered Partially, one answered No and five skipped the question. The six agencies that answered Fully are: ESCWA, UNAIDS, UNDP, UNFPA, UNICEF, and WFP; thus, in terms of volume of development cooperation expenditures, a large proportion of UN funding is already being administered in compliance with this QCPR mandate.

Agencies that answered Partially pointed out that, while being supportive of the Resident Coordinators, they could be constrained by the fact that some activities are being delivered through tripartite agreements between the beneficiary government, a donor agency and the UN agency as implementing agency, meaning that the donor would also need to agree to any adjustment. ILO explained that theirs is a tripartite system whereby the agency responds to the priorities of three constituents – namely Government, employers' and workers' organizations. It was also pointed out that a specialized agency may undertake some very specialized activities that may not fall into the UNDAF framework. This possibility is recognized in the SOPs for Delivering as One.

15. *“...requests the Secretary-General, in consultation with the members of the United Nations development system, and based on the recent review of existing funding modalities in support of the resident coordinator system called for in Economic and Social Council resolution 2011/7, to submit, for the consideration of the Council and the General Assembly in 2013, concrete proposals on the modalities for the funding of the resident coordinator system...” (OP128) Noting that in 2013 “a cost sharing arrangement among all member entities of the United Nations Development Group” had been developed, “in this regard requests the respective governing bodies to consider the recommendation for a cost sharing arrangement.. ” (E/RES/2013/5, para 20)*

15a. *Has the governing body of your agency considered the recommendation for a cost-sharing agreement?*

Fourteen agencies answered this question affirmatively, four answered No and three skipped the question. From the answers to this question and the subsequent question (below) it is clear that the implementation of this mandate is well underway.

15b. *To what extent does your agency participate in the implementation of the agreement?*

Twelve agencies answered Fully, three answered Partially, three answered No and four skipped the question. Many of the agencies that did not answer Fully are Departments of the UN Secretariat. It was reported that the participation of the Departments of the UN Secretariat is being addressed at the UN Secretariat level, not by individual Departments.

16. *“Requests the United Nations development system, in this regard, to ensure that the funding for the resident coordinator system will not adversely impact on the resources available for development programmes in programme countries, and in this regard requests the United Nations development system to ensure, where possible, that cost savings as a result of joint efforts and coordination between entities of the United Nations development system at the country level will accrue to development programmes.” (OP129)*

16a. *Does your agency have procedures that enable cost savings as a result of joint efforts and coordination between entities of the United Nations development system at the country level to be reallocated to development programmes?*

Eight agencies answered this question affirmatively, nine answered No and five skipped the question. It appears that, while such reallocations may be possible in some agencies, they may not take place the country level. For example, UNDP explained that cost savings on country-level integrated budget spending, resulting from joint efforts and coordination between entities of the UN development system, would yield reductions in spending on institutional activities at country level. Within the framework of UNDP's budget structure, such reductions would, under present governing body legislation, result in increased resources available for development programmes.

The Management and Accountability System of the Resident Coordinator System

17. *“calls upon: (a) The United Nations development system to ensure the full implementation, including the monitoring, of the management and accountability system of the United Nations development and resident coordinator system, including the “functional firewall” for the resident coordinator system ...” (OP130a); and “to further strengthen their participation in the resident coordinator system and the management and accountability system, including in the areas of information-sharing, performance assessment and the functional firewall” (E/RES/2013/5, para21)*

In order to appreciate the progress in this area, the agencies were asked the following four questions:

17a. Has the job description of a country representative of your organization been revised to recognize the role of the UN resident coordinator?

17b. Does your organization recognize reporting obligations to the UN resident coordinator on resource mobilization and programme implementation performance of any UNDAF/One Programme elements led by the agency?

17c. Does your organization include UNCT results in the country representatives' performance appraisal system?

17d. Does your organization include inputs from the UN resident coordinator in the country representatives' performance appraisal system?

Table 3 below shows the main results (the full results from this question can be found in Annex 3). The table also shows the corresponding data received from the agencies to the survey carried out in April 2013, as far as the same questions were asked. As noted elsewhere, many more agencies responded to the 2014 survey than to the previous survey.

Table 3 – Participation of United Nations entities in the management and accountability system

Agency ²	# of UNCTs of which agency is a member (Out of 109 - RC survey in 2013)	Agency head's job description recognizes role of the RC		Recognizes reporting obligations to the RC ³		UNCT results are captured in member's own performance appraisal system		RC asked to provide formal input to UNCT member's performance appraisal	
		2013	2014	2013	2014	2013	2014	2013	2014
UNDP	103	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UNFPA	101	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UNICEF	101	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
WHO	99	-	Yes	-	Yes	-	Yes	-	Yes
FAO	90	No	Yes	-	Yes	No	Yes	No	Yes
ILO	86	-	Yes	-	Yes	-	Yes	-	No
UNAIDS	81	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UNHCR	78	Yes	No	-	Yes	No data	No	Sometimes	No
UNESCO	75	Yes	-	-	-	Yes	-	No	-
UNIDO	71	-	Yes	-	Yes	-	Yes	-	Yes
WFP	67	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UN-Women	64	Yes	Yes	-	No	Yes	Yes	No	Yes
UNEP ⁴	58	-	-	-	Yes	-	-	-	-
UN-Habitat	51	-	Yes	-	Yes	-	Yes	-	Yes
UNOPS	34	-	Yes	-	Yes	-	Yes	-	Yes

² The following agencies responded to the survey in 2014 but not in 2013: ILO, OHCHR, UNIDO, UNODC and WHO; UNESCO did not complete the survey in 2014

³ This question was not asked in 2013

⁴ UNEP is a regionally-based agency except in a few countries, and operates through its Regional Offices.

The overall conclusion from this data is clear. Participation in the management and accountability system is becoming almost universal in terms of the policies adopted by the agency headquarters, particularly in respect of the agencies with substantial field operations. FAO and UN-Women are among the agencies that have noticeably reinforced their participation in the system.

A field perspective on the implementation of the management and accountability system (MAS) was obtained by UNDG through the Coordination Support Survey (CSS) in 2014. According to this survey, UNCT members assessed their participation in the three specific components of the MAS, as follows:

Table 4 – Participation of United Nations entities in the three specific components of the management and accountability system

Extent of agreement or disagreement (percentages)	Recognizes reporting obligations to the RC⁵	UNCT results are captured in UNCT member’s own performance appraisal system	RC provides formal input into UNCT member’s performance appraisal
Strongly agree	11	12	18
Agree	65	62	50
Neutral	10	15	12
Disagree	11	10	15
Strongly disagree	3	2	5
Total of those who answered the question	100	100	100
% of all respondents that did not answer the question	25	29	35

It is not evident why 25-35% of UNCT respondents to the CSS skipped over these questions.

Regarding the staff who did reply, there is substantial agreement with each proposition, although little strong agreement, and a certain amount of disagreement. This would suggest that, while the MAS is largely implemented at the agency policy level, there is much to do at the country level before it is fully implemented. The surveys of agency Headquarters and RCs in 2013 produced similar results.

18. "The United Nations development system to ensure that resident coordinators, supported by members of the United Nations country teams, are accountable to national authorities for the delivery of results agreed in the United Nations Development Assistance Framework and report to them on the results of the country teams as a whole" (130b)

18a. Is it a requirement that your field representatives provide the UN resident coordinator with regular information on your agency’s contribution to the UNDAF (or similar instrument) to enable them to provide a report to the government “on the results of the country team as a whole.”

Fourteen agencies answered this question affirmatively, two answered No and four skipped the question. From the answers to this question and the subsequent question (below) it is clear that

⁵ This question was not asked in 2013

the implementation of this mandate is well underway. WHO was the only agency among the entities listed in table 3 above to answer No. WHO added that they encourage exchange of information, but the provision of information to the Resident Coordinator is “not contemplated as a formal reporting mechanism.” Again, it appears that, judging from the policies adopted by agencies’ headquarters, the QCPR mandate has substantially been implemented. The extent to which Resident Coordinators ask for and receive adequate information, and to which Governments receive adequate reports from Resident Coordinators, is covered by separate surveys.

IV.C Delivering as One

19. “Requests the United Nations development system to identify and address challenges and bottlenecks, in particular at the headquarters level, which have prevented United Nations country teams in “Delivering as one” countries from fully realizing the efficiency gains under the “Delivering as one” approach and to report thereon as part of the annual reporting on the implementation of the present resolution for the consideration of the Economic and Social Council and the General Assembly” (OP137)

19a. Has your organization initiated an exercise to identify and address challenges and bottlenecks at HQ level and report to your governing body? Yes/No;

Twelve agencies answered Yes to this question, five answered No and five skipped the question. Included among those that answered affirmatively were the agencies that together account for about 85 per cent of UN operational activities. Among the larger agencies, only UNHCR said No, but they also mentioned that they were participating in the relevant discussions in UNDG. Most of the agencies that said No or skipped the question were those with very limited field presence, or that did not see any need to discuss with a governing body because they already had the necessary flexibility to participate in country-level efforts to realize efficiency gains.

20. “Also requests the United Nations development system to provide programme countries that are considering adoption of the “Delivering as one” approach with information on issues such as “Delivering as one”-specific joint planning, programming, implementation, monitoring and evaluation, reporting and funding mechanisms, as well as the support provided by the resident coordinator office and the United Nations country team, with a view to enabling them to take an informed decision on modalities for the delivery of assistance” (OP138); “...including by formulating standard operating procedures...” (OP140)

“...to support programme countries that have adopted the “Delivering as one” approach with an integrated package of support comprising standard operating procedures as well as guidance on “Delivering as one”-specific programming, monitoring and evaluation, reporting, pooled funding mechanisms and support to the resident coordinator system.” (OP141)

And “...to fully and coherently implement the standard operating procedures by the end of 2013 and to report on progress towards that end at the first meeting of their respective governing bodies in 2014” (E/RES/2013/5, para23)

20a. To what extent does your agency subscribe to the UNDG Standing Operating Procedures for DaO?

Eleven agencies answered Fully to this question, six said Partially, and one said Not at all. Four skipped the question. Included among those that answered affirmatively were, as with the preceding question, the larger agencies that together account for about 85 per cent of UN operational activities for development. UNAIDS mentioned that they could be considered to be a mini-Delivering as One, as a Joint Programme addressing a cross-sectoral approach from multiple

perspectives. Among the larger agencies, only UNHCR said Partially and none said No. UNHCR explained that most SOPs are relevant for UNHCR, but there are a few that due to the specific operational environment or the governing structure of UNHCR are not implementable or would decrease efficiency. In particular, UNHCR emphasized that their contribution toward the implementation of the SOPs had to be without prejudice to the responsibilities conferred on it by the GA, including those outlined in the Statute of the Office, and relevant legal instruments such as the international refugee and statelessness conventions.

20b. And, was a report on this matter be presented to your agency's governing body at its first meeting in 2014 (or will be presented, in case such meeting has not yet taken place)?

Eight agencies answered Yes, nine said No, and five skipped the question. Included among those that answered affirmatively were, as with the preceding questions, the larger agencies that together account for about 85 per cent of UN operational activities for development. Among the larger agencies, UNHCR again was the exception: they added the explanation cited in question 20a above. The reason for the large increase in the number of negative responses when compared with question 20a is not evident. It appears that some agencies, including several Departments of the UN Secretariat, do not see a need to report on this matter to their governing bodies. This may call for some follow-up by ECOSOC and/or the governing bodies in question.

21. "Requests the Secretary-General to include in his annual report options for the review and approval of the common country programme documents of the "Delivering as one" countries, and to make appropriate recommendations for the consideration of the Economic and Social Council and the General Assembly by 2013" (OP143), and "Requests the Secretary-General, in full consultation with the United Nations development system and countries using the common country programme document modality, to ensure that this matter is fully addressed at the substantive session of the Council in 2014 (E/RES/2013/5, para25) ; and "Requests the United Nations Development System to provide an update to member states on the process for review and approval of common country programme documents at the operational activities segment of the substantive session of the Council in 2015" (ECOSOC 2014, OP33).

21a. Does your organization's governing body require the submission of country programme documents for its approval?

This question was asked in order to establish which agencies could be significantly impacted by the common country programme document (CCPD) modality. The agencies are: UNDP, UNFPA, UN-Habitat, UNICEF, WFP and WHO. Responses on the substantive issue are reported against question 21b below.

21b. If Yes, please explain briefly the action taken by your organization in regard to the request contained in the QCPR resolution OP143, and in the two follow-up resolutions of ECOSOC.

In response to QCPR and ECOSOC resolutions on CCPDs, a joint UNDP, UNFPA, UNICEF and WFP informal consultation was organized during the second regular session of the UNDP/UNFPA Executive Board in September 2014. Country-level experiences on CCPDs was shared as part of a forward-looking discussion on the second generation of Delivering as One (DaO). The responses suggested that CCPDs had a mixed value in terms of programme coherence, and that the Standard Operating Procedures (SOPs) for DaO might become a more useful way to promote coherence, effectiveness and efficiency at the country level. In particular, the SOPs provide for joint workplans

which would be the levers of joint programming and collective action on ground. Member states noted that joint workplans should be inclusive of all UNCT agencies.

These four agencies (UNDP, UNFPA, UNICEF and WFP) are discussing with member states the issue of CCPDs, and in particular how the lessons learnt were incorporated into the common country programming. WHO mentioned that, unlike these four Funds and Programmes, its country programmes are biennial and are consolidated in the WHO biennial programme that is reviewed and approved by the Executive Board and the World Health Assembly. Although not directly involved, ITC added that it was important to find a more efficient way to involve non-resident agencies (NRAs) in the country programme review and approval process.

Alignment of regional structures

22. “Recognizes, in regard to the functioning of the United Nations development system, the importance of aligning regional technical support structures and the regional bureaux to provide support to the United Nations country teams” “including through co-location, where appropriate and consistent with the needs of the programme countries of the regions concerned” (OP147)

22a. Please explain briefly any actions your organization plans to take, with timelines if possible, with a view increasing the co-location of the regional technical support structures.

Most agencies provided comments on this question, although few initiatives specifically about co-location were mentioned. UNEP reported that it was establishing 5 sub-regional offices for West Africa, the Caribbean, the Pacific, Central Asia and South America/Southern Cone, and co-location with other UN agencies/hubs had been one of the important criteria in determining the location of these offices. Several agencies mentioned that location of regional structures was negotiated with host governments, other governments of the region concerned, and with their governing bodies, which could constrain the choice of location.

UNFPA mentioned that their Regional Offices have been relocated to the respective regions to provide better support to the country offices and cater to the needs of the programme countries: UNFPA Regional Offices provide integrated programmatic and technical support to the countries and closely collaborate with other regional bodies of UN agencies with whom they are co-located.

Other agencies referred to the regional coordination mechanisms within the UN system. UNDP highlighted its role as chair of the regional undg: this mechanism enables both resident and non-resident agencies to benefit from and participate in joint UN programming, including regional quality assurance and technical support irrespective of their individual location. WFP also noted their active participation in these mechanisms.

IV.E Simplification and harmonization of business practices

23. “...the consolidation of support services at the country level, either by delegating common functions to a lead agency, establishing a common United Nations service centre or, where feasible, outsourcing support services without compromising quality of services, and, within their mandates, ensuring that efficiency savings are used for programme activities with a view to building national capacities, and to report on concrete achievements in this regard to their respective governing bodies by the end of 2014 and annually thereafter, and requests the funds and programmes to submit a joint plan in this regard to their executive boards at their first regular sessions in 2014.” (OP 152)

“Requests the Secretary-General, consistent with paragraphs 152 and 155 of General Assembly resolution 67/226, to ensure adequate and evidence-based planning and design of common United Nations service centres, by including in plans, for review by the Council in 2014, concrete proposals for pilot centres in consenting programme countries...” (E/RES/2013/5, para 30)

23a. Has your organization submitted a joint plan in accordance with the provisions of OP152 to its executive board at its first regular session in 2014? (Please state Not Applicable if your organization is not one of the funds and programmes.)

Answer Options	Response Count
Yes	1
No	6
Not applicable	12
Answered Question	19
Skipped Question	3

23b. If you answered “no” to question 23a, please briefly explain, why a joint plan has not been submitted:

A number of agencies commented on this question. For instance, UNDP pointed out that, together with UN funds and programmes, it will present a comprehensive joint action plan for simplification and harmonization during 2015, once ongoing inter-agency work has fully matured. In addition, a number of agencies pointed out that funds and programmes are still in the drafting stages of the Joint Plan of Action (as of 25 August 2014). As such, no proposal could be put forth to the Executive Board without prior acceptance of a draft amongst UN entities. UNFPA added that a joint action plan covering all QCPR mandates related to business practices is being developed jointly with UNDP, UNICEF and WFP, for presentation to the respective Executive Boards at or around the First Regular Session 2015. To this end, a joint informal consultation on business practices would be held before end 2014. UN-Women mentioned in this regards that a joint plan is being prepared as part of UN Women’s participation in the undg Reference Group on Common Services.

23c. If you answered “no” to question 23a, please explain briefly the action your organization plans to take, with timelines if possible, in relation to this request:

UNDP answered that it is participating in working groups that establish the sequencing of and dependencies among deliverables requested by member states. WFP pointed out that it has actively participated in the drafting of the Joint Plan of Action. Additionally, WFP is engaging in a large number of interagency working mechanisms working towards the harmonization of business practices, including the HLCM, undg, HLCP, and IASC. These working mechanisms are working towards harmonizing a wide breadth of operational and support areas, including HR, procurement, ICT, and business operations.

UNFPA underscored that it is holding bilateral consultations with other agencies to explore potential for partnerships in establishing common UN service centers. For example, UNFPA is actively involved in establishing joint service center in Brazil and is currently leading this initiative through the undg ASG Advisory Group. UN-Women is participating actively in the undg Reference Group on Common Services to support the preparation of a joint plan. One of the main objectives of the Group, under the umbrella of Business Operations Strategy, is to establish joint operational

planning in order to achieve efficiency and savings. UNICEF pointed out that, in coordination with UNDP, WFP and UNFPA, it will take the following actions: Host a joint informal consultation session with Member States towards the end of the year 2014; and submit a Joint Action Plan covering all QCPR business practice mandates to be developed with Funds and Programmes. UNDP, UNFPA, UNICEF and WFP would be working on a joint action plan to present to respective Executive Boards at or around the first regular session of 2015.

23d. Has your organization taken steps towards the development of a joint plan to use efficiency savings from the consolidation of support services at the country level for programme activities?

Answer Options	Response Count
Yes	6
No	8
Answered Question	14
Skipped Question	8

23e. If you answered “yes” to question 23d, please explain briefly the action your organization plans to take, with timelines if possible.

A number of agencies briefly mentioned in brief examples some of the actions taken. UNDP highlighted that it is actively participating in the implementation of the Business Operations Strategy in eleven pilot countries in line with the Standard Operating Procedures. UN Habitat pointed out that their Programme Managers always co-locate within UN premises and thus contribute to efficiency savings by cutting down individual agency operating expenditures. WFP underlined their recent Fit for Purpose reform, which has focused on strengthening country and regional offices in their delivery of support to beneficiaries. Part of this strengthening has been shift of resources from traditional ‘overhead’ costs in Headquarters to more development effectiveness-related costs in regions and countries.

UN-Women mentioned that it participates in and contributes to established common services and common premises at the country level, and outsources support services to other UN agencies whose core mandates are to supplement the operational capacity of UN system agencies. For instance, UN-Women has delegated its treasury function at the country level to UNDP. UNICEF answered that it actively participates in common services in most countries (117 out of 129 country offices). Of the 117 country offices participating in common services, security (81%) and travel (69%) account for the areas of common services most often utilized. Forty-five UNICEF country offices report implementing a harmonized approach to procurement, of which 80% or 36 country offices report achieving efficiency gains. UNICEF added that the total cost savings for UNICEF from harmonized approaches is estimated at only US\$ 1.3 million.

24. “...to further invest in intra-agency rationalization of business operations and to present plans in this regard to their governing bodies by the end of 2013.” (OP 153)

24a. Has your organization developed plans for further investing in intra-agency rationalization of business operations?

Answer Options	Response Count
Yes	10
No	6

Answered Question	16
Skipped Question	6

24b. If you answered “yes” to question 24a, have such plans been presented to the governing body by the end of 2013?

Answer Options	Response Count
Yes	7
No	8
Answered Question	15
Skipped Question	7

24c. If you answered “no” to question 24b, please briefly explain, why the plans have not been presented to the governing body by the end of 2013:

Only a few agencies offered an explanation. For instance, with reference to its 2013 annual report, UNDP pointed out that it is already operating two global shared service centers in Kuala Lumpur and Copenhagen, the latter of which has been providing services in the area of payroll and HR services to up to 15 UN entities during the last ten years. ITC mentioned that, as part of the UN Secretariat, it would review common services in Geneva within the context of the SG Change Management Plan and the implementation of UMOJA. FAO underlined that it adopted the QCPR in general, however some operational paragraphs would require additional Governing Body decision. UNEP answered that it is a regional based agency and has only few country level offices.

24d. If you answered “no” to question 24a, please briefly explain, why no plans in this regard have been developed:

Responses for the reasons varied. For instance, UNIDO pointed out that financial constraints would hinder the development of plans for further intra-agency rationalization. FAO advised that Additional Governing Body decision would be required. However, it would be looking into and taking internal measures to rationalize business operations to improve efficiency and effectiveness. UN-Women explained that it is conducting a strategic review of all support functions and services. UN-Women is in the process of reviewing the operational needs at the country level to ensure the operations activity is aligned with the organizational requirements and available resources. The outcome of such review will determine the operations strategy of UN-Women to further invest in intra-agency rationalization of business operations that will be presented to the governing body.

25. “...to develop and conclude inter-agency framework agreements regarding the provision of support services regulating the mutual validity of agreements between United Nations entities and third parties at the country level and to delegate the authority to country teams to establish and manage common services and long-term agreements with third parties through standardized inter-agency agreements without further approval requirements by the end of 2013.” (OP 154)

25a. To what extent did your organization subscribe to the UNDG initiative on this subject?

Answer Options	Response Count
Fully	7
Partially	6

Not at all	3
<i>Answered Question</i>	16
<i>Skipped Question</i>	6

25b. Did your organization conclude inter-agency framework agreements in line with the request/invitation in OP154 by the end of 2013?

Answer Options	Response Count
Yes	9
No	7
<i>Answered Question</i>	16
<i>Skipped Question</i>	6

25c. If you answered “no” to question 25b, please briefly explain:

The answers provided reveal that the provisions in paragraph 154 of the QCPR resolution has been interpreted differently by various UN agencies and that there is a need to follow up on the development of inter-agency agreements in line with the requests of the General Assembly. It appears that these have not been established.

For instance, UNDP pointed out that it already maintains a set of inter-agency agreements on a broad range of operational services going back to 2003. ITC mentioned that it has benefited from long-standing agreement with UNOG for many years for the provision of common services such as payroll, support fees for the Common Procurement Action Group, Security services and with the International Computing Center for the provisions of IT services. WFP underlined that it has contributed to the work of the Task Team on Common Premises (TTCP) in developing some common approaches to facility development and management. WFP also mentioned that it is leading the development of a world-wide inter-agency long-term agreement for engineering services, and has disseminated its own comprehensive construction planning and management procedures with other agencies including UNDP and UNICEF.

FAO mentioned that it seldom provides services to other agencies. Therefore it is rare that there is a need to develop and conclude inter-agency framework agreements for FAO. UNOPS answered that it has fully implemented all recommendations of the HLCM Procurement Network. UN-Women pointed out that its Regional Directors and Representatives are empowered and delegated to establish and sign Memoranda of Understanding at the country levels to manage common services and long-term agreements. As of November 2012, UN-Women’s Programme and Operations Manual explicitly allows the use of other UN Agencies long-term agreements. UNICEF, through the HLCM, has established inter-agency frameworks at country and headquarters level primarily in the area of human resources through work with the ICSC, and also implementation of inter-agency mobility agreement, harmonized recruitment and performance management/rewards frameworks.

26. “...present plans for the establishment of common support services at the country, regional and headquarters levels, based on a unified set of regulations and rules, policies and procedures, at the country, regional and headquarters levels, in the functional areas of finance, human resources management, procurement, information technology management and other administrative services, for review by the Economic and Social Council and approval by the executive boards of the funds and programmes and the governing bodies of the specialized agencies by the end of 2014, with a view to implementation by 2016.” (OP 155)

And: “Recalls paragraph 155 of General Assembly resolution 67/226, (...) and requests the Secretary-General, through the High-level Committee on Management and the United Nations Development Group, to continue the ongoing efforts at harmonizing regulations and rules, policies and procedures of the United Nations funds and programmes in the functional areas of finance, human resources management, procurement, information technology management and other appropriate services.” (E/RES/2013/5, para 28)

To what extent did your organization subscribe to the HLCM and UNDG initiative on this subject?

Answer Options	Response Count
Fully	11
Partially	6
Not at all	1
Answered Question	18
Skipped Question	4

27. “...to address the barriers to greater procurement cooperation and to fully exploit the potential for improved efficiency and effectiveness through increased collaboration, and to redirect efficiency savings, including from economies of scale, into programmes, and to make full use of the existing long-term agreements, develop new ones and implement the guidelines on common procurement at the country level.” (OP156)

27a. In regard to the provisions of OP156, is your organization fully aware of the UNDG guidelines on common procurement at the country level?

Answer Options	Response Count
Yes	17
No	1
Answered Question	18
Skipped Question	4

27b. If you answered yes to question 27a, does your organization fully apply the UNDG guidelines for common procurement at the country level?

Answer Options	Response Count
Yes	10
No	7
Partially	1
Answered Question	18
Skipped Question	4

27c. If you answered “no” to question 27a, please briefly explain:

In line with other agencies, ITC answered that it relies fully on UNDP for its day-to-day operational support and established contracts in cases, where it has a country representation. WFP pointed out that it applies a large portion of the guidelines, but not fully. UN-Women mentioned that procurement resources and expertise at the country level is still under establishment and hence cannot fully apply UNDG guidelines for common procurement. According to ILO, it has adopted and

promulgated internally the HLCM/UNDG guidelines for common procurement at the country level. However, the full application of the guidelines is still a “work in progress”. UNEP answered that the guidelines only apply to countries, where UNEP has an established presence.

27d. Please describe any measures taken by your organization in the past year targeting greater procurement collaboration at the headquarters and country levels:

A number of agencies highlighted the work of the HLCM procurement network in this regards. For example, two key initiatives during the last year were to facilitate the transition to cloud computing with a dozen UN entities participating, as well as the establishment of vendor sanction procedures, which are followed by six UN entities.

UNFPA is chairing the HLCM Procurement Network Harmonization project. The Harmonization Project has issued 8 recommendations to all UN organizations, including recommendations on encouraging collaboration on long-term agreements, waiving secondary reviews for long-term agreements, common procurement terminology, detailed policy provisions enabling cooperation and a common Table of Contents for the UN organizations’ procurement manuals. In this regard, UNOPS pointed out that it has fully implemented all recommendations issued by the UNSCEB-funded project on harmonization of procurement processes. The recommendations on cooperation with other organizations of the UN system include jointly carrying out common procurement activities, UNOPS entering into a contract relying on a procurement decision of another UN system organization (e.g. re-use of tender results or suitable long-term agreements, requesting another UN system organization to carry out procurement activities on behalf of UNOPS, or procuring goods, works or services from another UN entity. UNOPS has fully implemented all 8 recommendations and is among the first UN organizations to have done so.

WHO answered that it has been actively participating in the Common Procurement Activities Group (CPAG) of the Geneva-based international organizations. WHO also highlighted that it has been actively implementing the four different modalities of common procurement, namely, using existing long-term agreements or contracts of other UN organizations, establishing and using joint long-term agreements, using procurement services of other UN organizations, and procuring from another UN organization. UN-Women also underscored that it puts a great emphasis on the use of common long-term agreements and that it revised its procurement manual to allow the use of long-term agreements signed by other UN agencies without the need to go through a procurement process.

ILO confirmed that it implemented all of the decisions taken on enabling UN cooperation at the HLCM Procurement Network (PN) meeting in Rome in September 2011. The first edition of the ILO Procurement Manual was published in June 2014. Its Table of Contents mirrors the common format agreed to be applied by all PN member organizations and it also contains the common UN Glossary of Procurement Terms. At headquarters level, ILO continues to be an active participant in the work of the UN Common Procurement Activities Group in Geneva.

UNICEF pointed out that UNDG guidelines are incorporated into the UNICEF Supply Manual and country offices are encouraged to collaborate where it applies. The UNDG guidelines are also included in the introduction to procurement training workshops delivered to country offices annually. For example, the UNDG guidelines were included as a separate discussion/topic within the introduction to procurement and contracting for services workshops delivered to both country offices and HQs staff and in 2013 a total of 6 such workshops were conducted. At the headquarters level, UNICEF is part of a procurement inter-agency working group that meets at least quarterly to

review products and services that can be procured collaboratively for example travel services, cleaning services, stationery, for which joint procurement was conducted in 2014.

28. “...by the beginning of 2014, a proposal on the common definition of operating costs and a common and standardized system of cost control, paying due attention to their different business models, with a view to their taking a decision on this issue.” (OP159)

28a. Has your organization participated in the development of a proposal in line with OP159?

Answer Options	Response Count
Yes	6
No	2
Not applicable	11
<i>Answered Question</i>	19
<i>Skipped Question</i>	3

28b. Please provide any comments you might have:

A number of agencies pointed out that the QCPR paragraph is not applicable for their organization as it relates to a proposal to be presented to the executive boards of funds and programmes.

Comments to the question included that UNDP, UNFPA, UN-Women and UNICEF would assess the feasibility of expanding the common cost categories through a working group led by UNICEF. The objective is to agree on a common cost classification and at a later stage a standardized system of cost controls.

29. “...requests the Secretary-General to undertake a study to examine the feasibility of establishing interoperability among the existing enterprise resources planning systems of the funds and programmes and to report on progress in achieving full interoperability in 2016 in the context of the quadrennial comprehensive policy review.” (OP160)

“...requests the Secretary-General to report to the Council at its substantive session of 2014, as part of the regular reporting, on findings and assessment of progress in achieving full interoperability in 2016 in the context of the quadrennial comprehensive policy review.” (E/RES/2013/5, para 29)

29a. Has your organization participated in conducting a feasibility study as described in OP160?

Answer Options	Response Count
Yes	10
No	2
Not applicable	6
<i>Answered Question</i>	18
<i>Skipped Question</i>	4

29b. Please provide any comments you might have:

A number of agencies referred to their role and participation in the ongoing feasibility study on ERP interoperability, led by the Secretary-General of ITU. The study will assess ERP systems in use by

organizations, considering their mandates, operating models, rules and regulations, and could potentially reveal opportunities for improved efficiency and effectiveness.

30. *“Requests the United Nations development system to develop a strategy, in consultation with Member States, by the end of 2013, with concrete goals and targets, to support the establishment of common premises in programme countries that wish to adopt them, with due consideration to security conditions as well as cost-effectiveness...” (OP161)*

“Reaffirms the request contained in paragraph 161 of General Assembly resolution 67/226 that the United Nations development system develop a strategy, by the end of 2013, to support the establishment of common premises in programme countries that wish to adopt them, with due consideration to security conditions as well as cost-effectiveness (...).”(E/RES/2013/5, para 31)

30a. *Has your organization participated in developing a strategy as described in OP161?*

Answer Options	Response Count
Yes	9
No	7
Answered Question	16
Skipped Question	6

30b. *Please provide any comments you might have:*

A number of agencies highlighted their participation in the UNDG Task Team on Common Premises (TTCP) and their role in the recent preparation of a common premises strategy paper. This includes the development of operational guidelines for the construction of new UN Common Premises. The strategy will emphasize capitalizing on opportunities to consolidate facilities at the sub-office level and the establishment of appropriate financial frameworks for the capital investments required. UNICEF, UNDP, UNFPA and WFP have merged their databases to establish a baseline of potential locations in which common premises could be explored. It has been suggested that an inter-disciplinary approach be taken within the HLCM working groups to address the financial framework and procurement issues that often impede progress on these projects.

IV.F Results-based management

31. *“Requests the United Nations development system to accelerate work to develop and sustain a results culture at all levels within the funds and programmes, the specialized agencies and other United Nations entities, including by identifying and implementing appropriate incentives for results-based management, removing disincentives for results-based management at all levels and periodically reviewing their results management systems, and to invest in developing capacities and competencies for results-based management” (OP166)*

31a. *To what extent does your organization participate in the UNDG initiative to develop and use common RBM tools and principles? Fully/Partly/Not at all*

Fifteen agencies answered Fully to this question, six said Partially, and one said Not at all. Included among those that answered affirmatively were, as with other programming topics, the larger agencies that together account for about 85 per cent of UN operational activities for development. UNHCR, again, selected Partly.

31b. If Partly or Not at all, please explain the reasons briefly:

The only agency to say Not at All was ITC, who explained that they are not a member of the UNDG. UNCTAD pointed out that being part of the United Nations Secretariat, they are bound by the rules, regulations and procedures of the latter governing RBM related issues (programming, budgeting, programme performance reporting and others), which could affect their compliance with common UNDG tools. UNCTAD is however a member of UNDG and follows all the relevant discussions. UNODC noted that they did not have the capacity to follow all UNDG processes although they do participate with comments as and when possible.

32. “Recognizes progress in improving transparency, and calls for further efforts to ensure coherence and complementarity in the oversight functions, audit and evaluations across the United Nations development system.” (OP167)

32a. Does your agency place all audit and evaluation reports on the public website?

Fifteen agencies answered Yes to this question and seven said No. Every agency answered the question. Most of the Funds and Programmes answered affirmatively, while there were mixed responses from Departments of the UN Secretariat. With the exception of UNIDO, the specialized agencies answered No. Some UN Secretariat Departments noted that they are subject to the general audit disclosure policy of OIOS. Although OHCHR answered No, they added that a new Evaluation Policy was adopted at the end of 2013, and it included a clause on the publication of evaluation reports.

Several agencies made a distinction between evaluations and audits, and a further distinction between internal and external audits. A typical pattern was for evaluations and external audits to be made public, but for internal audits to be available only in summary form, or on request by a Member State. FAO, for example, mentioned that all evaluation reports, external audits and management responses are on their public website. Reports on Internal audits are not posted, but the annual report of the Office of the Inspector General, which is on their public website, includes summaries of all internal audit reports, and Member States may access full internal audit reports on request.

32b. If Yes, does your agency also post Management Responses?

Eight agencies answered Yes to this question, eight said Sometimes, and two said No. Four agencies skipped the question. A UN Secretariat Department mentioned that in the case of internal audit reports, the management responses are included as an annex to the reports issued by OIOS.

Simplifying, streamlining and harmonizing results-based management systems

33. “Requests the Secretary-General to intensify efforts to strengthen and institutionalize results-based management in the United Nations development system, with the objective of improving development results as well as organizational effectiveness, including simplifying, streamlining and harmonizing results-based management systems” (OP168)

“Also requests the Secretary-General to articulate and report to the Economic and Social Council at its operational activities segment in 2013, with a view to the implementation, by 2014, of a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results...” (OP169)

“and in this regard invites the executive boards of the funds and programmes and the governing bodies of the specialized agencies and other relevant United Nations entities to engage in a focused dialogue on how to balance most effectively the need for reporting on system-wide results at all levels with the current agency-specific reporting requirements, taking into account the challenges in developing results frameworks that demonstrate the United Nations contribution to national development results” (E/RES/2013/5, para34)

And “Notes with concern that there was no comprehensive reporting to the Council in 2013, with a view to implementation in 2014, on progress made towards a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring, measurement and reporting on system-wide results, and in this regard, requests the Secretary-General, in consultation with member states, to update the ECOSOC at the operational activities segment of its substantive session in 2015, as part of his regular reporting;” (ECOSOC 2014, OP40).

NB: Negotiations took place in ECOSOC in June 2014, after the survey questionnaire had been drafted, and the final text of the 2014 resolution was different. In particular, it reinforced the “invitation” contained in E/RES/2013/5, paragraph 34, by “requesting” the executive boards of the funds and programmes to engage in a “focused dialogue” on this subject, and by setting a deadline. See below:

“Reiterates the request contained in paragraph 169 of General Assembly resolution 67/226 that the Secretary-General articulate and report to the Economic and Social Council at the operational activities segment of its substantive session of 2013, with a view to implementation by 2014, a more robust, coherent and harmonized approach to operational activities for development, focused on results, which would streamline and improve the planning, monitoring and measurement of and reporting on system-wide results, and in this regard requests the executive boards of the United Nations funds and programmes at their respective annual sessions of 2014 to engage in a focused dialogue on how to balance most effectively the need for reporting on system-wide results at all levels; (E/2014/L.3, para. 45).

33. Has the governing body of your agency held a ‘focused dialogue’ along the lines indicated?

Eight agencies answered Yes to this question, twelve said No, and two agencies skipped the question. Departments of the UN Secretariat all responded No. However, the Funds and Programmes, and the specialized agencies, were divided; that is, within each group, some agencies said Yes and some said No.

The funds and programmes that indicated they had complied with the terms of paragraph 45 of resolution E/2014/L.3 were UNICEF, UNFPA and UN-Habitat. Although not technically funds and programmes, UNAIDS and UNOPS also reported compliance. The funds and programmes that reported that such a dialogue had not taken place are: UNDP (including UNCDF and UNV), UNEP, UNHCR, UNODC, UN-Women and WFP. UNRWA did not respond to the survey. UNDP pointed out that their new Country Programme Document (CPD) format, harmonized to the extent possible with other funds and programmes, derives outcomes *verbatim* from the UNDAF, thus facilitating system-wide result monitoring and reporting at the country-level and coherence between reporting at the country level and reporting to headquarters.

UNDP also noted that the standard operating procedures for DaO, which can be adopted on a voluntary basis, contain expectations for system-wide reporting of results at the country level. These will require harmonization of reporting arrangements at the country level with implications for agency-specific reporting that require careful consideration. Work is currently under way within UNDG to spell out these reporting arrangements. For UNDP, the intention is to produce reporting arrangements that enable UNDP to fully account for its contributions to national results, UNDAF outcomes, and to its own strategic plan.

As regards the Departments of the UN Secretariat, ECA noted that they had contributed to a working group on results-based management established by the Secretary-General in 2013 to propose improvements to the current system of programming, monitoring, evaluation and reporting. ECA added that the report of the working group would be submitted to the General Assembly in the autumn of 2014, and if adopted would more closely align the results framework of the UN Secretariat with the UNDG.

34. What challenges does your agency envisage in regard to balancing reporting on system-wide contributions with current agency-specific reporting requirements? Please outline the challenges briefly.

Many agencies concurred that it is indeed a challenge to effectively capture measurable system-wide contributions to results. The over-riding challenge is to produce a system of reporting that can simultaneously account for contributions to national results, to UNDAF outcomes and to the strategic plan outcomes of individual agencies. Agencies in the UNDG have committed to reporting on their performance to programme countries at least once during each UNDAF cycle through an UNDAF-level joint report on results. They are also obliged to account for performance and results under their respective strategic plans. These reporting demands can place a considerable burden at country, regional and corporate levels. Agencies indicated that efforts need to be made to optimize and simplify reporting obligations, and to harmonize indicators where possible. In this regard, it was recognized that there is the lack of agreed common approaches and definitions to measuring results and common indicators.

One agency highlighted the Standard Operating Procedures for Delivering as One which provide for a single UN system results report to be prepared annually. The procedures indicate that: “Normally, the annual UN Country Results Report should replace agencies’, funds and programmes, individual reporting requirements. This report shall be inclusive of work performed by all funds, programmes and specialized agencies. However, it shall not preclude individual agency-specific reporting by specialized agencies as required by their governance structures.” Other entities also mentioned the essential role that is played by reporting to governing bodies and other stakeholders in the context of accountability for the use of funds, as well as expressing concern at the workload created by overlapping reporting requirements.

On the other hand, not all UN entities viewed the subject in this way. In particular, UNFPA mentioned that, in their results reporting system to be launched in 2015, countries should have no challenges reporting against the UNFPA’s contribution to the UNDAF vis-a-vis reporting against the UNFPA Strategic Plan: “The system will have functionality to generate a report for either framework. The reporting will also be simplified since the UNFPA Country Programme cycle is aligned to the UNDAF cycle.” Similarly, the decision by UNDP mentioned under the previous question, that the Country Programme Document (CPD) outcomes would in future be drawn verbatim from the UNDAF, should facilitate coherence between reporting at the country level and

reporting to headquarters. The challenge that would remain was when agencies need to attribute their contribution to joint results.

With regard to measuring the UN system-wide contribution to results on a global scale, agencies noted that the challenge of attribution was particularly great. One agency anticipated that the UN System would be required to report against formal goals and indicators in the finalized development framework of the post-2015 agenda, but felt that work on this topic should await the conclusion of the relevant negotiations. It was recognized, however, that assessing and isolating individual agencies' contributions would be challenging.

Note: In the report of the SG of 8 July 2013 on the implementation of the QCPR (E/2013/94), it was stated that: "According to the UNDG 2013-2014 work plan, common results-based management and monitoring tools aimed at strengthening the focus on results will be further developed and implemented. The Secretary-General will provide further details on progress in this regard in the 2014 report on the quadrennial comprehensive policy review. However, in the SG's report of January 2014, there was no mention of this UNDG initiative. Moreover, in responding to the current survey, no agency mentioned the UNDG initiative.

35. "Requests the United Nations development system to promote the development of clear and robust results frameworks that demonstrate complete results chains that establish expected results at the output, outcome and impact levels and include measurable indicators with baselines, milestones and targets for monitoring, and in this regard requests the United Nations funds and programmes, and encourages the specialized agencies, to consult Member States during the production of results frameworks of their respective strategic plans, and report annually on implementation from 2014;" (OP170)

35a. To what extent does your agency's current strategic plan demonstrate complete results chains?

Fifteen agencies answered Yes to this question, six said Partially, and none said No. One agency skipped the question. Ten agencies added comments, outlining key features of their results chains. While the results chain of output-outcome-impact appears to be widely used, a number of other terms are also in common use. The terms 'goals' and objectives' are often used to refer to higher-level results. A UN Secretariat Department mentioned that: "Biennial Strategic Frameworks are developed in line with the UN Secretariat rules and procedures. They outline the overall objective, expected accomplishments, indicators of achievement and the strategy for each sub-programme. The related programme budgets detail the outputs and activities to be implemented."

36. "Requests the United Nations funds and programmes, and strongly encourages the specialized agencies, to take further measures to ensure that the country programmes of individual entities, including common country programme documents or country programming frameworks, include complete results chains that are aligned with the respective outcomes agreed to in the United Nations Development Assistance Framework and the respective organization-wide results frameworks of each entity, in line with national needs and priorities" (E/RES/2013/5, para33)

36a. Is it a requirement that your agency's country programme documents (or equivalent) demonstrate complete results chains down from the UNDAF (or equivalent document)?

Eleven agencies answered Yes to this question, eight said No, and three skipped the question. Thirteen agencies offered comments. The agencies answering in the affirmative included all the larger development-oriented funds and programmes: that is, all the larger funds and programmes

with the exception of UNHCR. UNICEF mentioned the modified CPDs which are important in ensuring alignment to (i) national priorities; (ii) UNDAF and (iii) organization-wide results framework captured in UNICEF's Strategic Plan. Specialized agencies also adhere to the principle to one degree or another. FAO mentioned that it had issued new guidelines for the preparation of the Country Programming Frameworks (CPF), which introduced this requirement. That is, for each priority area, there has to be a clear reference to which UNDAF results the CPF results are related. In addition, integration between the two (the CPF and the UNDAF) is ensured in the preparation of the indicators and related monitoring frameworks.

IV.G Evaluation

37. "Also notes the development of the norms and standards for evaluation by the United Nations Evaluation Group as a professional network, and encourages the use of these norms and standards in the evaluation functions of United Nations funds, programmes and specialized agencies, as well as in system-wide evaluations of operational activities for development; (OP180)

37a. Does the evaluation unit of your organization meet UNEG standards for independence?

Sixteen agencies answered Yes to this question, four said No, and two skipped the question. Some Departments of the UN Secretariat had difficulty in giving a Yes/No answer. For example, for OHCHR the evaluation entity is OIOS (Office for Internal Oversight Services) which fully meets UNEG standards for independence. In addition to OIOS, OHCHR has included evaluation in the mandate of its Policy, Planning, Monitoring and Evaluation Services (PPMES), which reports to the Deputy High Commissioner.

37b. Has your organization adopted the UNEG norms and standards?

Sixteen agencies answered Yes to this question, three said Partly, one said No, and two skipped the question. The pattern of responses was very similar to the previous question. Clearly, UNEG norms and standards have been widely adopted. Agencies that responded Partly tended to be Departments of the UN Secretariat. The only agency that responded No was UNOPS.

37c. Does your organization have an evaluation tracking system that includes the status of evaluations and management responses?

Eighteen agencies answered Yes to this question, one said No, and three skipped the question. The pattern of responses was again similar to the previous questions. Agencies that skipped the question again included some UN Secretariat Departments; they wrote Partly in the comments box.

Annex 1 - Alignment of strategic planning cycles of key funds, programmes, specialized agencies and other entities with the QCPR cycle

Alignment of strategic planning cycles of key funds, programmes, specialized agencies & other entities with the QCPR cycle ⁶						
Entity	Strategic planning document	#Years ⁷	Planning cycle		QCPR alignment	Annual QCPR reporting to governing body
			Present (and Future where relevant)			
Funds and programmes						
UNDP (incl. UNV & UNCDF)	Strategic Plan	4	2014-2017		Yes	Yes
UNFPA	Strategic Plan	4	2014-2017		Yes	Yes
UNICEF	Medium-Term Strategic Plan	4	2014-2017		Yes	Yes
WFP	Strategic Plan	4	2014-2017		Yes	Yes
UN-Habitat⁸	Medium-Terms Strategic Plan	6	2014-2019		No	Yes
UNHCR	Biennial Programme ⁹	2	2014-2015		Yes	No ¹⁰
UNRWA	Medium-Term Plan	6	2010-2015	2016-2021	No	No
Specialized Agencies						
ILO¹¹	Strategic Policy Framework	6+2	2010-2015	2018-2021	Partial	Yes ¹²
FAO	Medium-Term Plan	4	2014-2017		Yes	Yes ¹³
UNESCO¹⁴	Medium-Term Strategy	4	2014-2017		Yes	No
WHO	Global Programme of Work	6	2008-2013	2014-2019	No	Yes
IFAD	Strategic Framework	5	2011-2015	2016-2020	No	No
UNIDO	Medium-Term Prog. Framework	4	2014-17 ¹⁵		Yes	Yes
Other entities						
UN-Women	Strategic Plan	4	2014-2017		Yes	Yes
UNAIDS¹⁶	Strategic Framework	4+2	2012-2017		Yes	Yes
UNODC	Biennial Programme ¹⁷	2	2014-2015		Yes	No
UNCTAD	Biennial Programme	2	2014-2015		Yes	No
UNEP	Medium-term Strategy	4	2014-2017		Yes	No
OHCHR	Management Plan	4	2014-2017		Yes	No
ITC¹⁸	Strategic Plan	3	-	2015-17	Partial	No
UNOPS	Strategic Plan	4	2014-2017		Yes	Yes
UNECE¹⁹	Biennial Programme	2	2014-2015		Yes	No

⁶ These 19 funds, programmes, specialized agencies and other entities accounted for 96 per cent of both total and development-related operational activities for development of the United Nations system in 2011.

⁷ Years reflected are those of the current programming cycle or those stipulated by the most current decisions of governing bodies and which will be reflected in the next programming cycle.

⁸ Efforts are currently ongoing to achieve a full alignment with the QCPR cycle in the future.

⁹ The organs of the United Nations Secretariat operate on biennial programme plans and the vision of their activities is set out in a Strategic Framework, a key policy document that is approved by the UN General Assembly.

¹⁰ Reporting on actions taken or planned in regard to operative paragraphs of the QCPR takes place within the overall annual reporting, without specific reference to QCPR.

¹¹ The ILO's Governing Body (GB) has agreed to adopt a transitional arrangement for 2016-17 with the goal of having full alignment with the QCPR 2018-21 cycle.

¹² This is not obligatory, but actions under the different chapters (e.g. UNDAF, South-South Cooperation) are regularly part of the narrative of ILO GB papers.

¹³ The reporting is every two years

¹⁴ In 36 C/Resolution 105, the General Conference of UNESCO decided to extend the programming cycle of the Medium-Term Strategy from six to eight years, with a four-year programme and budget framework as a mechanism to adjust with the QCPR cycle. This information was reported to DESA in 2013. No new information in 2014.

¹⁵ UNIDO Medium-Term Programme Framework is aligned with QCPR. Depends also on the budget cycle (biennial in UNIDO's case).

¹⁶ At its meeting in July 2014, the UNAIDS governing board (PCB) requested the extension of the current UNAIDS strategy for an additional two years, thus aligning UNAIDS strategy, planning and budgetary cycle with the QCPR cycle.

¹⁷ UNODC adopts a strategy every four years which guides the development of the biennial strategic framework.

¹⁸ The new ITC Strategic Plan is for the period 2015-17, in part to accommodate the full biennium 2016-17.

Annex 2 – Delegation of authority to field representatives – Comparative data from 2013 and 2014 surveys (Agencies with representatives in at least 50 countries)

Colour coding: Green: All country representatives have this authority
 Yellow: This authority is delegated on a country-by-country basis
 Blue: This authority has never yet been delegated
 x = Question not answered

Agency ²⁰	Commit funds to a joint programme			Use joint work plan instead of separate agency workplan			Substitute joint UN report for annual agency country report		
	2013 ²¹	2014		2013	2014		2013	2014	
FAO	x						x		
ILO	x			x			x		
OHCHR	x			x			x		
UNAIDS	x							x	
UNDP	x								
UNESCO	x	x			x			X	
UNFPA	x								
UNHCR	x			x			x	x	
UNICEF	x								
UNIDO	x			x			x		
UNODC	x	x		x	x		x	x	
UN-Women	x			x			x		
WFP	x			x			x		
WHO	x			x			x		

¹⁹ It may be noted that other regional commissions did not consider this topic relevant to them as they are under the UN Secretariat.

²⁰ ILO, OHCHR, UNODC, WFP and WHO did not complete the survey in 2013; UNESCO did not complete the survey in 2014

²¹ This question was not asked in 2013

Annex 3 – Participation in aspects of the Management and Accountability System of the RC System – Comparative data from 2013 and 2014 surveys of agency HQs

(All agencies that responded to the surveys, except the regional commissions which have limited or no country level staff)

Agency ²²	# of UNCTs of which agency is a member (Out of 105 - RC survey in 2013)	Agency head's job description recognizes role of the RC		Recognizes reporting obligations to the RC ²³		UNCT results are captured in member's own performance appraisal system		RC asked to provide formal input to UNCT member's performance appraisal	
		2013	2014	2013	2014	2013	2014	2013	2014
UNDP	103	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UNFPA	101	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UNICEF	101	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
WHO	98	-	Yes	-	Yes	-	Yes	-	Yes
FAO	90	No	Yes	-	Yes	No	Yes	No	Yes
ILO	86	-	Yes	-	Yes	-	Yes	-	No
UNAIDS	81	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UNHCR	78	Yes	No	-	Yes	No data	No	Sometimes	No
UNESCO	75	Yes	-	-	-	Yes	-	No	-
UNIDO	52	-	Yes	-	Yes	-	Yes	-	Yes
WFP	67	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes
UN-Women	64	Yes	Yes	-	No	Yes	Yes	No	Yes
UNEP ²⁴	26	-	-	-	Yes	-	-	-	-
UN-Habitat	40	-	Yes	-	Yes	-	Yes	-	Yes
UNOPS	34	-	Yes	-	Yes	-	Yes	-	Yes
ITC	2	No	Yes	-	Yes	No	No	No	No
UNRWA	3	Yes	-	-	-	No	-	No	-
IFAD	33	-	-	-	-	-	-	-	-
OHCHR	16	-	No	-	Yes	-	Yes	-	Yes
UNCTAD	7	-	-	-	-	-	-	-	-
ITU	3	-	-	-	-	-	-	-	-
UNODC	14	-	-	-	-	-	-	-	-

²² The following agencies responded to the survey in 2014 but not in 2013: ILO, OHCHR, UNIDO, UNODC and WHO; UNESCO did not complete the survey in 2014

²³ This question was not asked in 2013

²⁴ UNEP is a regionally-based agency except in a few countries, and operates through its Regional Offices.