

Survey of UN Operations Management Teams

Introduction

Thank you for taking the time to complete this survey on progress in harmonization or simplification of business operations at the country level.

The findings of this survey will serve as an important input to the 2012 quadrennial comprehensive policy review of the General Assembly of UN operational activities for development.

The QCPR is the mechanism through which the GA assesses the effectiveness, efficiency, coherence and impact of UN operational activities for development and establishes system-wide policy orientations for the development cooperation and country-level modalities of the UN system.

The survey respondents should be the Operations Management Teams at the country level in UN programme countries. There should be only one survey response per country/location.

Please note that the software allows you exit the questionnaire and reopen it later, provided you use the **same computer**.

Please complete the questionnaire by **17 February 2012**.

Responses and comments will be treated in **strict confidence**. The reporting will not contain any data or statement from which a reader can identify the origin and/or source of answers. Responses will be amalgamated by groups of countries.

In order to progress through this survey, please use the following navigation links:

- Click the "Next" button to continue to the next page.
- Click the "Previous" button to return to the previous page.
- Click the "Exit Survey" button to exit the survey. You will be able to return to the same page by using the provided link on the same computer.
- Click the "Submit" button to submit your survey.

If you have any questions, please contact Christian Schörnich at schornich@un.org or Ágúst Ólafur Ágústsson at agustsson@un.org.

Thank you for your support!

Survey of UN Operations Management Teams

Introduction

1. What is the location of your UNCT?

Please select from the following list.

2. Which of the following UN agencies, funds and programmes are resident agencies or non-resident agencies (NRA) in your country?

In this questionnaire, the term UN agencies will be used as shorthand for UN agencies, funds and programmes.

(Please answer for each agency.)

	Resident Agency	Non-Resident Agency (NRA) (Participating in UNCT's work)	Neither Resident nor Non-Resident Agency (Not participating in UNCT's work)
ECA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ECE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ECLAC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ESCAP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ESCWA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
FAO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IAEA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ICAO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IFAD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ILO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IMO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ITU	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OHCHR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UPU	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNAIDS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNCDF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNCTAD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNDESA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNDP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNESCO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Survey of UN Operations Management Teams

UNEP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNFPA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNHCR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN-HABITAT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNICEF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNIDO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNOCHA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNODC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNOPS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNRWA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UN Women	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
UNWTO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WFP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WHO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WIPO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WMO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Survey of UN Operations Management Teams

Common Premises

According to a UNDG definition, UN common premises is a building shared by two or three of the funds and programmes (UNDP, UNICEF, UNFPA and WFP), even though other funds and programmes can be present in the country.

A UN house is a building shared by all the four funds and programmes (UNDP, UNICEF, UNFPA and WFP).

A UN house is designated as such by the Secretary-General. Please note that for the purpose of this survey, the term 'common premises' is used for both UN common premises and UN houses.

Shared Field Offices that house projects of UN agencies, funds or programmes are not considered as common premises.

3. Did the UNCT undertake a feasibility study for establishing common premises which has been reviewed by the Task Team on Common Premises (TTCP) at headquarter's level?

Yes

No

Please provide any additional comments

4. Did your country establish common premises?

Yes

No

Please provide any additional comments

Survey of UN Operations Management Teams

Common Premises

5. Which of the following UN agencies co-locate in the established common premises? (Please select all that apply.)

- | | | |
|--------------------------------|-------------------------------------|-----------------------------------|
| <input type="checkbox"/> ECA | <input type="checkbox"/> OHCHR | <input type="checkbox"/> UNIDO |
| <input type="checkbox"/> ECE | <input type="checkbox"/> UPU | <input type="checkbox"/> UNOCHA |
| <input type="checkbox"/> ECLAC | <input type="checkbox"/> UNAIDS | <input type="checkbox"/> UNODC |
| <input type="checkbox"/> ESCAP | <input type="checkbox"/> UNCDF | <input type="checkbox"/> UNOPS |
| <input type="checkbox"/> ESCWA | <input type="checkbox"/> UNCTAD | <input type="checkbox"/> UNRWA |
| <input type="checkbox"/> FAO | <input type="checkbox"/> UNDESA | <input type="checkbox"/> UNV |
| <input type="checkbox"/> IAEA | <input type="checkbox"/> UNDP | <input type="checkbox"/> UN Women |
| <input type="checkbox"/> ICAO | <input type="checkbox"/> UNESCO | <input type="checkbox"/> UNWTO |
| <input type="checkbox"/> IFAD | <input type="checkbox"/> UNEP | <input type="checkbox"/> WFP |
| <input type="checkbox"/> ILO | <input type="checkbox"/> UNFPA | <input type="checkbox"/> WHO |
| <input type="checkbox"/> IMO | <input type="checkbox"/> UNHCR | <input type="checkbox"/> WIPO |
| <input type="checkbox"/> ITC | <input type="checkbox"/> UN-HABITAT | <input type="checkbox"/> WMO |
| <input type="checkbox"/> ITU | <input type="checkbox"/> UNICEF | |

Other (please specify)

Survey of UN Operations Management Teams

6. Did the co-location in common premises lead to any of the following changes in the provision of business operations services?

Please select all that apply for the following functional areas: procurement, human resources, finance, administration and ICT.

(Please note that this does not refer to any services provided by UNDP at cost through their Universal Price List.)

	Procurement	Human Resources	Finance	Administration	ICT
Services are provided through separate agency-specific units (no change)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operations staff from different agencies share common office space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services are provided under the management of one lead agency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services are provided through a common UN Service Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services have been partly outsourced (including internal outsourcing to UN entities at cost)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services have been fully outsourced (including internal outsourcing to UN entities at cost)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments

Survey of UN Operations Management Teams

Common Services

According to a UNDG definition, common services is a generic term to describe the implementation of common administrative functions among United Nations system organizations. Common shared support services are typically established in the following functional areas: procurement, human resources, finance, administration and ICT. Please note that the term common services also includes outsourcing of administrative functions, such as guard services, travel agency services, banking or other functions which are delivered through external service providers on the basis of common agreements or long term agreements.

Please note that bilateral service agreements between UNDP and any other UN agency for the provision of services are not considered common services. Instead, common services are defined as services to two or more agencies on a cost sharing basis.

Services offered by UNDP on the basis of full cost recovery as per the Universal Price List (UPL) are considered an individual service provision at cost.

7. Which of the following harmonized business practices in the functional area of procurement have been established in your country?

(Please answer "Yes" or "No" to each of the listed options.)

	Yes	No
Common Long Term Agreements (LTA)	<input type="radio"/>	<input type="radio"/>
Common Procurement Web Portal	<input type="radio"/>	<input type="radio"/>
Common Vendor Database	<input type="radio"/>	<input type="radio"/>
Common Consultant Roster	<input type="radio"/>	<input type="radio"/>
Harmonized Procurement Process	<input type="radio"/>	<input type="radio"/>
Common Procurement Review Committee	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments

Survey of UN Operations Management Teams

8. Please check the steps that have been taken to harmonize business practices in the functional area of procurement in your country.

	Inter-agency MOU in place	Cost-benefit analysis conducted	Cost savings calculated	None of those steps
Common Procurement Web Portal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Vendor Database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Consultant Roster	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmonized Procurement Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Procurement Review Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments, including information on any cost savings achieved.

9. Which of the following harmonized business practices in the functional area of human resources have been established in your country?

(Please answer "Yes" or "No" to each of the listed options.)

	Yes	No
Common Staff Training	<input type="radio"/>	<input type="radio"/>
Common UN Induction Training	<input type="radio"/>	<input type="radio"/>
Staff Counseling Services	<input type="radio"/>	<input type="radio"/>
Common Consultant Roster	<input type="radio"/>	<input type="radio"/>
Common Interview Panels	<input type="radio"/>	<input type="radio"/>
Common Job Advertisement	<input type="radio"/>	<input type="radio"/>
Harmonized Job Descriptions	<input type="radio"/>	<input type="radio"/>
Harmonized Recruitment Process	<input type="radio"/>	<input type="radio"/>
Harmonized Service Contract Modality	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments

Survey of UN Operations Management Teams

10. Please check the steps that have been taken to harmonize business practices in the functional area of human resources in your country.

	Inter-agency MOU in place	Cost-benefit analysis conducted	Cost savings calculated	None of those steps
Common Staff Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common UN Induction Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Counseling Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Consultant Roster	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Interview Panels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Job Advertisement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmonized Job Descriptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmonized Recruitment Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmonized Service Contract Modality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments, including information on any cost savings achieved.

11. Which of the following harmonized business practices in the functional area of finance have been established in your country?

(Please answer "Yes" or "No" to each of the listed options.)

	Yes	No
Common Banking Services	<input type="radio"/>	<input type="radio"/>
Harmonized Approach to Cash Transfer (HACT)	<input type="radio"/>	<input type="radio"/>
Harmonized Payment Process	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments

Survey of UN Operations Management Teams

12. Please check the steps that have been taken to harmonize business practices in the functional area of finance in your country.

	Inter-agency MOU in place	If applicable, Common LTA in place	Cost-benefit analysis conducted	Cost savings calculated	None of those steps
Common Banking Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmonized Approach to Cash Transfer (HACT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harmonized Payment Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments, including information on any cost savings achieved.

Survey of UN Operations Management Teams

13. Which of the following harmonized business practices in the functional area of administration have been established in your country?

(Please answer "Yes" or "No" to each of the listed options.)

	Yes	No
Medical Services	<input type="radio"/>	<input type="radio"/>
Security Services	<input type="radio"/>	<input type="radio"/>
Protocol Services	<input type="radio"/>	<input type="radio"/>
Insurance (Assets)	<input type="radio"/>	<input type="radio"/>
Insurance (Facilities)	<input type="radio"/>	<input type="radio"/>
Travel Services	<input type="radio"/>	<input type="radio"/>
Freight Forwarding	<input type="radio"/>	<input type="radio"/>
Cleaning Services	<input type="radio"/>	<input type="radio"/>
Vehicle Purchase	<input type="radio"/>	<input type="radio"/>
Transportation (Car/Bus Rental)	<input type="radio"/>	<input type="radio"/>
Fleet Management	<input type="radio"/>	<input type="radio"/>
Vehicle Maintenance	<input type="radio"/>	<input type="radio"/>
Fuel Services	<input type="radio"/>	<input type="radio"/>
Newspaper Advertisement	<input type="radio"/>	<input type="radio"/>
Courier Services	<input type="radio"/>	<input type="radio"/>
Conference Facilities	<input type="radio"/>	<input type="radio"/>
Catering Services	<input type="radio"/>	<input type="radio"/>
Event Management	<input type="radio"/>	<input type="radio"/>
Translation Services	<input type="radio"/>	<input type="radio"/>
Interpretation Services	<input type="radio"/>	<input type="radio"/>
Editing Services	<input type="radio"/>	<input type="radio"/>
Stationery Provision	<input type="radio"/>	<input type="radio"/>
Printing Services	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments

Survey of UN Operations Management Teams

14. Please check the steps that have been taken to harmonize business practices in the functional area of administration in your country.

	Inter-agency MOU in place	Common LTA in place	Cost-benefit analysis conducted	Cost savings calculated	None of those steps
Medical Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Protocol Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insurance (Assets)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insurance (Facilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Travel Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Freight Forwarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleaning Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle Purchase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation (Car/Bus Rental)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fleet Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fuel Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspaper Advertisement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courier Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conference Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Catering Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Translation Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpretation Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Editing Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stationery Provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Printing Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments, including information on any cost savings achieved.

Survey of UN Operations Management Teams

15. Which of the following harmonized business practices in the functional area of ICT have been established in your country?

(Please answer "Yes" or "No" to each of the listed options.)

	Yes	No
Telephone Land Line Provision	<input type="radio"/>	<input type="radio"/>
Mobile Phone Provision	<input type="radio"/>	<input type="radio"/>
Common Internet Provider	<input type="radio"/>	<input type="radio"/>
Common Server Space	<input type="radio"/>	<input type="radio"/>
Common ICT Help Desk	<input type="radio"/>	<input type="radio"/>
Common Wireless Connectivity	<input type="radio"/>	<input type="radio"/>
Common Internet Back-up Solution	<input type="radio"/>	<input type="radio"/>
IT Maintenance Services	<input type="radio"/>	<input type="radio"/>
Common Vendor for ICT Hardware	<input type="radio"/>	<input type="radio"/>
Common Vendor for ICT Software	<input type="radio"/>	<input type="radio"/>

Please provide any additional comments

Survey of UN Operations Management Teams

16. Please check the steps that have been taken to harmonize business practices in the functional area of ICT in your country.

	Inter-agency MOU in place	If applicable, Common LTA in place	Cost-benefit analysis conducted	Cost savings calculated	None of those steps
Telephone Land Line Provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mobile Phone Provision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Internet Provider	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Server Space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common ICT Help Desk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Wireless Connectivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Internet Back-up Solution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Maintenance Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Vendor for ICT Hardware	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common Vendor for ICT Software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments, including information on any cost savings achieved.

17. What has been preventing the UNCT in your country from further harmonizing business practices in the different areas of business operations? (Please select all that apply.)

- Lack of agency commitment
- Lack of UNCT support and guidance
- Lack of RC support and guidance
- Different rules, policies and procedures
- Lack of resources
- Lack of OMT capacity
- The UNCT did not see any benefit that could be derived from sharing business operations functions

Please provide any additional comments

Survey of UN Operations Management Teams

18. Please provide any additional information on efficiency gains or quantified savings through the implementation of certain common services. This might include success stories and initiatives that could serve as best practice for other programme countries.

(Optional).

Survey of UN Operations Management Teams

UN Service Center

A service center is a department or unit that provides business operations support services to different UN agencies, funds or programmes. Typically, a UN service center would specialize in any or all of the functional areas of procurement, human resources, finance, administration and ICT. Aiming at full cost recovery for the services provided, a UN service center allows UN agencies, funds and programmes to receive operations support services without providing these through their own departments or units.

19. Did the UNCT establish a common UN service center for the provision of business operations services?

(Please note that this does not refer to services provided by UNDP at cost through their Universal Price List.)

- Yes
- No

Please provide any additional comments

20. If you answered yes to the previous question, which functional areas are covered by the common UN service center? (Please select all that apply.)

- N/A
- Procurement
- Human Resources
- Finance
- Administration
- ICT
- Other (please specify)

Survey of UN Operations Management Teams

Harmonization of Business Practices

21. Did the UNCT in your country achieve quantifiable cost savings through the harmonization of business practices in operations?

- Yes
- No

Please provide any additional comments

22. If your answer to the previous question was yes, in which of the following functional areas have quantifiable cost savings been achieved? (Please select all that apply.)

- N/A
- Procurement
- Human Resources
- Finance
- Administration
- ICT
- Please provide any additional comments

23. Please provide any comments you might have.

Survey of UN Operations Management Teams

Thank You

Please press "Done" to submit the survey.

Thank you for taking the time for this survey as part of the preparation for the 2012 Quadrennial Comprehensive Policy Review (QCPR).