2019 Survey of UN Operations Management Teams - QCPR Monitoring

Welcome to this survey on progress in implementing UN General Assembly resolution 67/226 and 71/243 on the Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations system, including the repositioning of the UN development system.

This survey is designed for Operations Management Teams (OMTs) to monitor and report on the implementation of the QCPR resolutions. The survey collects standardized information about the status and progress made in the simplification and harmonization of business practices. The results of this survey will be reported to the General Assembly and ECOSOC through the 2020 Secretary-General's Report on implementation of the QCPR, providing evidence from the country level on the progress made in the area of business operations.

Survey respondents are the OMTs in all UN programme countries. The survey should be answered in consultation with all members of the OMT. Only one survey response can be accepted per OMT and country/location.

The survey for OMTs is set out in four broad substantive categories: Consolidation of Support Services; Common Services, Procurement Cooperation; and, Common Premises. The questions are designed to enable all OMTs to complete the survey without collecting detailed information from individual entities. Please note that in this questionnaire the term ‘UN entities’ is used as shorthand for UN Specialized Agencies, UN Funds and Programmes, and Departments of the UN Secretariat.

Responses and comments will be treated in strict confidence and will remain anonymous. The data will be used solely for the purposes of the mandated reporting of the Secretary-General. The reporting will not contain any data or statement from which a reader can identify the source. Responses will be amalgamated by groups of countries including as a feedback loop to help inform continued improvements in the work of United Nations country teams.

Please complete the questionnaire within three weeks of notification, and click "Done" at the end of the survey when you have finished it to submit the response. Clarifications and questions can be addressed to Richard Cores at cores@un.org with copy to the QCPR team at qcpr@un.org.

This survey takes approximately 30-60 minutes to complete. Your cooperation with this important exercise is highly appreciated!
Introduction

1. What is the location of your UNCT?

Please select from the following list.
Other (please specify):

2. Please indicate who currently chairs the OMT
   - A Head of Agency
   - The Resident Coordinator
   - Other (please specify)

3. Please select the agency who currently chairs the OMT:
   (Please select from below UN entities list)

   - DCO
   - ECA
   - ECE
   - ECLAC
   - ESCAP
   - ESCWA
   - FAO
   - IAEA
   - ICAO
   - IFAD
   - ILO
   - IMO
   - IOM
   - ITC
   - ITU
   - OCHA
   - OHCHR
   - UN DESA
   - UN HABITAT
   - UNAIDS
   - UNCTAD
   - UNDP
   - UNDPPA
   - UNEP
   - UNESCO
   - UNFCCC
   - UNFPA
   - UNHCR
   - UNICEF
   - UNICRI
   - UNIDIR
   - UNIDO
   - UNISDR
   - UNITAR
   - UNODC
   - UN DESA
   - UN HABITAT
   - UNRISD
   - UNRWA
   - UNSCC
   - UN
   - UNWOMEN
   - UNWTO [Tourism]
   - UPU
   - WFP
   - WHO
   - WIPO
   - WMO
   - WORLD BANK
   - WTO [Trade]
   - Other (please specify)

I. Consolidation of Support Services

A. Business Operations Strategy (BOS)

The BOS is a mandatory framework focusing on Joint Business Operations allowing UN country teams to take a strategic, results oriented approach to planning, management and implementation of Harmonized Business Operations at the country level. In his December 2017 report (https://undocs.org/A/72/6840), the Secretary-General requested the UN system to scale-up the implementation of the Business Operations Strategy (BOS) with a target of 100% BOS-compliance at country level by 2021.

4. What is the current status of establishing a UN Business Operations Strategy (BOS) in your country?
   - We have a fully implemented BOS, but without cost efficiencies being monitored and reported on

2
☐ We have a fully implemented BOS, with cost efficiencies being monitored and reported on
☐ We have developed a BOS, but it has yet to be signed by the participating UNCT Members (or is not being implemented/monitored)
☐ We are presently in the process of developing a BOS
☐ We have not yet started developing a BOS

(SKIP LOGIC if answered “Yes, we have a fully implemented BOS, but without cost efficiencies being measured …” to Q 4 above) Please explain the reasons as to why no cost efficiencies are currently being measured and reported on:
(Comment box)

(SKIP LOGIC if answered “Yes, we have a fully implemented BOS…” to Q 4 above): Which UN entities are participating in the fully implemented BOS?

Please select all entities that are participating in the BOS:
☐ DCO ☐ UN DESA ☐ UNODC
☐ ECA ☐ UN HABITAT ☐ UNOPS
☐ ECE ☐ UNAIDS ☐ UNRISD
☐ ECLAC ☐ UNTAD ☐ UNRWA
☐ ESCAP ☐ UNDP ☐ UNSCC
☐ ESCWA ☐ UNDPPA ☐ UNU
☐ FAO ☐ UNEP ☐ UNWOMEN
☐ IAEA ☐ UNESCO ☐ UNWTO [Tourism]
☐ ICAO ☐ UNFCCC ☐ UPU
☐ IFAD ☐ UNFPA ☐ WFP
☐ ILO ☐ UNHCR ☐ WHO
☐ IMO ☐ UNICEF ☐ WIPO
☐ IOM ☐ UNICRI ☐ WMO
☐ ITC ☐ UNIDIR ☐ WORLD BANK
☐ ITU ☐ UNIDO ☐ WTO [Trade]
☐ OCHA ☐ UNISDR ☐ Other (please specify)
☐ OHCHR ☐ UNITAR

(SKIP LOGIC if answered “Yes” to Q 4 above): What were the main challenges when developing and establishing the BOS?

(SKIP LOGIC if answered “Yes” to Q 4 above): What were the main challenges when developing and establishing the BOS? Please select all that apply and rank (whereby 1 represents the biggest challenge, and 10 the smallest):
☐ Lack of agency commitment
☐ Lack of UNCT support and guidance
☐ Lack of RC support and guidance
☐ Lack of support and guidance from agency headquarters
☐ Lack of support and guidance from DCO
☐ Lack of financial resources
☐ Lack of OMT capacity
☐ Lack of OMT member commitment
☐ Lack of delegated authority to OMT members
☐ Other (Please specify)
Optional comments:

(SKIP LOGIC if answered "Yes" to Q4 above): What were process-specific challenges when developing and establishing the BOS? Please select all that apply and rank (whereby 1 represents the biggest challenge, and 6 the smallest):
☐ Conducting Stock-Take and Opportunity analyses
☐ Collecting data for the online Cost-Benefit Analysis tool, as well as for establishing KPIs, M&E and annual reporting
☐ Developing a results framework
☐ Developing a monitoring and evaluation framework
☐ Developing OMT work plans
☐ Obtaining formal UNCT sign off on the BOS
☐ Other (Please specify)
Optional comments:

(SKIP LOGIC if answered "yes, the UNCT has a fully implemented BOS" to Q4). What are the projected annual efficiency gains under your UN Business Operations Strategy in US dollars?
☐ 0-50,000
☐ 51,000 - 100,000
☐ 101,000-500,000
☐ 501,000-1,000,000
☐ over 1,000,000
Optional comments:

(SKIP LOGIC if answered "yes, the UNCT has a fully implemented BOS" to Q4 above): What are the three main non-monetary benefits the UNCT perceives to be realized by the UN Business Operations Strategy?
Please select all that apply:
☐ Enhanced strategic planning
☐ Better prioritization of human and financial resource expenditures for common operations
☐ Enhanced management control of common operations
☐ Enhanced ability to monitor and track impact of common operations
☐ More consistent approach to common operations
☐ Better linkages between programme and operations
☐ Higher quality services
☐ Other (please specify):
Optional comments:

(SKIP LOGIC if answered “No – we have developed a BOS, but has yet to be signed ...” or "Yes – we are presently in the process of developing a BOS” to Q4): Please explain why the BOS is not yet fully implemented:
(Comment Box)

(SKIP LOGIC if answered “No, we have not yet started developing a BOS” to Q4): Please explain why your UNCT has not established or decided to develop a BOS:
(Comment Box)
5. Who was the main driver for the UN Reform agenda for business operations at field level (e.g. common services, BOS, etc.) before 1 January 2019?
   - RC
   - OMT
   - A Head of Agency
   - Other (please specify)

   Optional comments:

6. Who is currently driving the UN Reform agenda for business operations at field level, after the transition to the new RC system on 1 January 2019?
   - RC
   - OMT
   - A Head of Agency
   - Other (please specify)

   Optional comments:

7. Can you please share any best practices about what drives UN business operations at country level? Do you have any suggestions for further improvement?

   Optional comments:

8. Has your OMT felt any impact on joint UN business operations after the transition to the new RC system?

   Optional comments:

9. Does your OMT have any views on how to continue to reposition the UN system to ensure efficiencies in UN business operations, as well as further improving quality of services?

   Optional comments:

10. Overall, how satisfied is the OMT with the support received from headquarters of UN agencies and from UN DCO with regard to business operations and the BOS?

    |                    | Very satisfied | Satisfied | Dissatisfied | Very Dissatisfied | Don't know |
    |-------------------|----------------|-----------|--------------|-------------------|------------|
    | UN-DCO            |                |           |              |                   |            |
    | UN Agency Headquarters |          |           |              |                   |            |

   Optional comments:

B. Common Back-offices (CBO)

In further reference to the SG’s report of December 2017, the UNSDG was tasked with devising a strategy for establishing common back-offices for all UNCTs by 2022. A common back-office is defined as a dedicated service unit that manages part of or all the location-dependent services under the BOS.

11. How does the UNCT manage the following functional areas of business operations? Please select all that apply:
(Please note that checking multiple boxes in each row is possible for cases where the UNCT uses more than one management option per functional area)

<table>
<thead>
<tr>
<th></th>
<th>Management through separate Agency-owned departments</th>
<th>Management through a lead agency on behalf of the UNCT</th>
<th>Management through a Common Back-Office structure</th>
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<tbody>
<tr>
<td>Finance</td>
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<td>Human Resources</td>
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<td>Administrative Services (incl Premises)</td>
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Optional comments:

12. Does your UNCT have a Common Back-Office in place?
   - [ ] Yes
   - [ ] No

(SKIP LOGIC if answered yes ‘Does your UNCT have a CBO in place?’): How many staff do you have working in the CBO?
   (Comment Box)

(SKIP LOGIC if answered yes to ‘Does your UNCT have a CBO in place?’): What is the annual operations budget of the CBO, i.e. annual operations budget includes staff costs, recurrent costs incl rent, utilities, security costs, one-off investment costs and General Operating Expenses (GoE)?
   (Comment Box)

(SKIP LOGIC if answered yes to ‘Does your UNCT have a CBO in place?’): Which agencies rules and regulations are applied to the CBO?
   (Comment Box)

(SKIP LOGIC if answered yes to ‘Does your UNCT have a CBO in place?’): Which services are provided by the CBO?
   (Comment Box)

(SKIP LOGIC if answered yes to ‘Does your UNCT have a CBO in place?’): How do you measure performance against the quality criteria for the services provided by the CBO?

Please select all that apply:
   - [ ] Ticketing system
   - [ ] Annual client-satisfaction surveys
   - [ ] Anecdotal evidence
   - [ ] Other (please specify)

(SKIP LOGIC if answered yes to ‘Does your UNCT have a CBO in place?’): Does your UNCT measure client satisfaction for services provided under the BOS?
   - [ ] Yes
   - [ ] No
(SKIP LOGIC if answered yes to ‘Does your UNCT have a CBO in place?’): What were the main challenges when developing and establishing a CBO? (Comment box)

(SKIP LOGIC if answered yes to ‘Does your UNCT have a CBO in place?’): Is there a Service Level Agreement between the CBO and its clients in place, defining the minimum quality of services provided by the CBO?

☐ Yes
☐ Yes, but not with a well-defined or agreed-upon quality standard
☐ No

(SKIP LOGIC if answer to previous question was: ‘Yes, but not with a well-defined or agreed-upon quality standard’): Please clarify what is preventing the UNCT from establishing an agreed-upon minimum quality standard:
(Comment Box)

II. Common Services

According to a UNDG definition, ‘common services’ is a generic term to describe the implementation of common administrative functions among entities of the United Nations system. Common shared services are typically established in the following functional areas: procurement, finance, ICT, logistics, human resources, and common facility services, including common premises.

Please note that the term common services also includes outsourcing of administrative functions, such as guard services, travel agency services, cleaning services or other functions which are delivered through external service providers on the basis of common agreements between UN entities.

13. Please check the steps that have been taken to establish the following support services as common services:

Please provide a response for each row:

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<thead>
<tr>
<th>Support Services</th>
<th>Local MoU</th>
<th>Interagency agreement in place</th>
<th>Common long-term agreement in place</th>
<th>Cost-benefit analysis conducted</th>
<th>None of those steps</th>
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<td><strong>Procurement</strong></td>
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<td>Market research / vendor pre-screening</td>
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<td><strong>Facility services</strong></td>
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<td>Optional comments:</td>
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14. 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:
- Different regulations and rules
- Different policies and procedures
- Lack of agency commitment
- Lack of UNCT support and guidance
- Lack of RC support and guidance
- Lack of support and guidance from agency headquarters
- Lack of support and guidance from DOCO
- Lack of support and guidance from the UNDG regional team
- Lack of financial resources
- Lack of OMT capacity
- Lack of OMT member commitment
- Lack of delegated authority to OMT members
- The UNCT did not see that benefits would outweigh costs by sharing business operations functions

(SKIP LOGIC if ‘rules and regs’ or ‘policies and procedures’ were selected in Q27 above). Please specify which rules and regulations and/or policies and procedures have prevented your UNCT from further harmonizing business practices in the different areas of business operations. Please be specific and provide one or more practical, real-life examples:
(Comment Box)

III. Procurement Cooperation

15. 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.

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<tr>
<th>Practice</th>
<th>Yes</th>
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<tr>
<td>Common Long-term Agreements (LTAs)</td>
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<td>United Nations Global Marketplace (UNGM)</td>
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<td>Other Common Procurement Web Portals (please specify under ‘optional comments’)</td>
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<td>Common Vendor Database</td>
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<td>Common Consultant Roster</td>
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<td></td>
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<tr>
<td>Harmonized Procurement Process</td>
<td></td>
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<tr>
<td>Common Procurement Review Committee</td>
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</tbody>
</table>

Optional comments:

(SKIP LOGIC, if selected ‘Common LTAs in question above): Please list each LTA available at the country level in below list, and indicate both the total number of transactions and total USD amount of purchase orders raised against each LTA:

<table>
<thead>
<tr>
<th>#</th>
<th>LTA purpose</th>
<th>Total Transaction Volume</th>
<th>Total USD Amount of POs raised</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>
16. Are UNCT Heads of Agency (HoAs) authorized to enter into LTAs without further approval requirements through their regional bureaus or headquarters?

☐ All UNCT HoAs are authorized regardless of the contract amount and contents
☐ UNCT HoAs have different levels of authorization depending on the contract amount
☐ UNCT HoAs have different levels of authorization depending on the contents of the contract
☐ All UNCT HoAs have to submit LTAs for review and approval
☐ Don't know

Optional comments:

17. In your country, what proportion of UN entities utilize existing (agency-owned or common) LTAs with external service providers?

☐ All entities
☐ Almost all entities
☐ Some Entities
☐ None

(SKIP LOGIC, if any response but 'all entities' to previous question). What factors prevent UN entities from utilizing existing LTAs with external service providers?

Please select all that apply:

☐ UN entities continue to establish agency-specific LTAs
☐ UN entities do not permit other entities to utilize their LTAs
☐ LTAs are not in line with the policies or procedures of all agencies
☐ UN entities do not agree to the service provisions in existing LTAs
☐ External service providers refuse to include other entities into an existing LTA
☐ Other (please specify):
18. In your country, approximately what percentage of the UN-financed procurement volume is done by the government?

(Please note that the percentage amount relates to the monetary volume, not the number of transactions)

- All procurement is carried out by the UN
- < 10%
- 10-25%
- 26-50%
- 51-75%
- 76-99%
- All procurement is carried out by the government

Optional comments:

19. With regards to procurement that is carried out by UN entities, approximately what percentage is done collaboratively through LTAs and other mechanisms?

(Please note that the percentage amount relates to the monetary volume, not the number of transactions)

- All procurement is carried out by the UN entities individually
- < 10%
- 10-25%
- 26-50%
- 51-75%
- 76-99%
- All procurement is carried out collaboratively

Optional comments:

20. The Government has the capacity to assume more responsibility for procurement in UN-funded programmes and projects.

- Strongly agree
- Agree
- Disagree
- Strongly disagree
- Don't know

Optional comments:

21. Has the UNCT established a strategy to strengthen Government procurement capacities?

- Yes
- No

Optional comments:
IV. Common Premises

A common premise entails the co-location of two or more resident United Nations entities present in a country. A Common Premises can be established at national and sub-national level, as per the UNDG business operations working group for Common Premises definition, adopted February 2017

Some entities outpost technical advisers and/or project staff to Ministries or other governmental institutions as part of capacity development. While these are good practices, please note they are not considered as part of common premises.

You may wish to consult the local Department of Safety and Security official to verify your data in the following questions.

22. Please complete the table below; kindly list each premises location in country, 1 premises per row. There is no need for an address; the premises name will suffice:

<table>
<thead>
<tr>
<th>#</th>
<th>Premises Name</th>
<th>Is it a Common Premises or UN House?</th>
<th>List each UN entity in the Common Premises/UN House</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
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<tr>
<td>2</td>
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<tr>
<td>5</td>
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</tbody>
</table>

Optional Comments

23. Are there any factors preventing the establishment of common premises in your country? Please provide your answer below:

(Comment box)

24. Which entities have technical advisors or project staff outposted/located within Government Ministries or other Government institutions? Please select below all that apply:

25. Are there any UN entities planning on relocating within the next 12 months?

☐ Yes
☐ No

(Skip logic if answered Yes to previous question) Please list those entities planning to relocate:

26. Do you have a premises environmental sustainability strategy in place?

☐ Yes
☐ No, but currently working on it
☐ No

(Skip logic if answered Yes to previous question) Please outline briefly:
(Skip logic if answered No to previous question) If No, what are the challenges/obstacles that are preventing you from establishing such strategy?

27. Please briefly describe any best practices in relation to the functioning of the OMT
Optional comments:

28. Please briefly describe any suggestions that would further improve the effectiveness of the OMT
Optional comments:

29. Optional comments on any aspect of the survey:
(Comment box)

30. Based on your personal experience over the years in different roles and capacities within the UN development system, what ideas/recommendations/solutions could you offer, that would further advance the overall objectives of a more efficient, effective, streamlined, collaborative, transparent and accountable system?
(Comment box)

31. Please note that your responses and feedback are confidential, but kindly provide contact details for an OMT focal point if further clarification or additional information is required for responses provided in this survey:

<table>
<thead>
<tr>
<th>Name</th>
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</tr>
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<tbody>
<tr>
<td>Job Title</td>
<td></td>
</tr>
<tr>
<td>UN entity name/Department</td>
<td></td>
</tr>
<tr>
<td>Phone</td>
<td></td>
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<tr>
<td>Email</td>
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</tbody>
</table>

Thank You

Please press "Done" to submit the survey.

Thank you for taking the time for this survey as part of monitoring the progress made on the 2016 Quadrennial Comprehensive Policy Review (QCPR) resolution including the repositioning of the UN development system.