

2015 Survey of UN Agency Headquarters

Welcome

Welcome to this survey on progress in implementing UN General Assembly resolution 67/226 on the 2012 quadrennial comprehensive policy review (QCPR) of UN operational activities for development. The questionnaire takes account of the supplementary mandates established by ECOSOC in July 2013, February 2014 and February 2015. The survey seeks information on the measures that agencies have taken in response to the requests and information contained in the abovementioned resolutions. The results of the survey will be reported in the next Secretary General's progress report on the implementation of the QCPR.

If further information can be found in a published report of the agency, a link to the document may be provided, identifying the relevant section or page.

Please note that only one survey response can be accepted per agency headquarters. The survey must be completed online, and takes approximately 30 minutes. The software allows you to exit the questionnaire and reopen it later, provided you use the same computer and do not in the meantime clear the history and website data from visited sites. Your answers will be saved. You can also navigate forwards and backwards within the questionnaire and click the "Exit Survey" button when you have finished it.

For simplicity of language, the word "agency" is used in the questionnaire to refer collectively to UN entities, whether Funds and Programmes, Specialized Agencies, Departments of the UN Secretariat and others.

Kindly complete the questionnaire within four weeks of notification.

Questions can be addressed to Rebekah Chew at chewr@un.org with copy to the QCPR team at qcpr@un.org.

Introduction

1. Please select your agency

- | | |
|--|----------------------------------|
| <input type="radio"/> UNDP (including UNV and UNCDF) | <input type="radio"/> UNCTAD |
| <input type="radio"/> UNICEF | <input type="radio"/> UNEP |
| <input type="radio"/> WFP | <input type="radio"/> UNESCO |
| <input type="radio"/> UNFPA | <input type="radio"/> UN-HABITAT |
| <input type="radio"/> FAO | <input type="radio"/> UNHCR |
| <input type="radio"/> UNOPS | <input type="radio"/> UNIDO |
| <input type="radio"/> WHO | <input type="radio"/> ITU |
| <input type="radio"/> UNWOMEN | <input type="radio"/> UNODC |
| <input type="radio"/> ILO | <input type="radio"/> UNRWA |
| <input type="radio"/> IFAD | <input type="radio"/> ECE |
| <input type="radio"/> ITC | <input type="radio"/> ECA |
| <input type="radio"/> OHCHR | <input type="radio"/> ESCWA |
| <input type="radio"/> UNAIDS | <input type="radio"/> ESCAP |

Other (please specify)

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Funding

The following paragraph relates to the next question.

"Recalls the mandate contained in General Assembly resolution 67/226 with respect to taking concrete measures to broaden the donor base, and reiterates its requests to the United Nations funds and programmes, and encourages the specialized agencies, to report annually as part of their regular reporting to their governing bodies on concrete measures taken to broaden the donor base and increase the number of countries and other partners making contributions to the United Nations development system in order to reduce the reliance of the system on a limited number of donors;" (E/2015/L.16/OP15)

2. Does your agency report annually as part of its regular reporting to its governing body on concrete measures to broaden the donor base?

- Yes
- No

Optional comments:

The following paragraphs relate to the next two questions.

"Requests the funds and programmes to define common principles for the concept of critical mass of core resources" (A/RES/67/226/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" (E/RES/2014/OP15)

3. Please mention briefly the steps taken by your agency in this regard:

a) in the last year:

4. Please mention briefly the steps taken by your agency in this regard:

b) planned to be undertaken prior to the end of 2015:

The following paragraph relates to the next question.

"Recognizes that non-core resources pose challenges, in particular restricted earmarked funding such as single-donor project-specific funding" (A/RES/67/226/OP28); and "Recognizes that Member States and the United Nations development system should prioritize the allocation of core regular resources and non-core resources that are more predictable, flexible, less earmarked and better aligned with the priorities of programme countries" (A/RES/67/226/OP40)

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5. Please estimate, using the broad bands indicated below, the share of total non-core/earmarked resources your organization received in 2014 which can be considered as single-donor and strictly earmarked at the single country and project level (as against more loosely earmarked at for instance the regional, sub-regional and/or thematic level):

- Less than 20%
- 20% - 40%
- 40% - 60%
- 60% - 80%
- More than 80%

Optional comments

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

- Yes
- This will be done starting in the next budget cycle
- There are no plans to do this

Optional comments:

The following paragraph relates to the next question.

"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;" (A/RES/67/226/OP46)

7. Has the governing body of your organization held such a dialogue?

- Yes
- No

Funding

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8. If yes, please mention briefly the outcome of the dialogue:

Funding

***9. If no, please mention briefly any plans of your agency to organize such a dialogue prior to the end of 2015:**

Funding

10. 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?

- Yes
- No
- Currently in the planning phase

Optional comments:

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

- Yes
- No

Optional comments:

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

Yes

No

Optional comments:

National Capacity Development and Development Effectiveness

The following paragraphs relate to the next two questions.

"Develop a common approach and frameworks for measuring progress in capacity development in programme countries" (A/RES/67/226/OP63);

"Requests the Secretary-General to include in his report on the implementation of Assembly resolution 67/226 on the quadrennial comprehensive policy review to the Council in 2016, in consultation with Member States information on steps taken by entities of the United Nations development system to strengthen and use national capacities including ensuring the long term impact of capacities built and to make proposals to address any obstacles and challenges;" (E/2015/L.16/OP24)

13. Please mention briefly any measures such as revised policies or systems, introduced recently by your agency to better strengthen and use national capacities including ensuring the long-term impact of capacities built.

14. Please mention briefly any obstacles or challenges your agency has encountered in this regard.

Sustainable Development

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15. The three dimensions of sustainable development are reflected in the agency's strategic plans:

- Yes
- No
- This will be done in the next strategic plan

If this will be done in the next strategic plan, please mention date in the comment box below:

South-South Cooperation

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

- Yes
- No

Optional comments:

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

- Yes
- No

Optional comments:

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

- Yes
- No

If yes, please explain briefly:

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

- Yes
- No

Optional comments:

South-South Cooperation

20. How many staff members is this unit composed of?

21. Approximately how much of this unit staff's time allocated to south-south and triangular cooperation?

- Less than 25%
- 25-50%
- 50-75%
- More than 75% but less than 100%
- 100%

Optional comments:

22. Does your agency have a budget dedicated to south-south and triangular cooperation?

- Yes
- No

If Yes, please indicate the amount of the budget:

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The following paragraph relates to the next three questions.

"Requests the Secretary-General, in close consultation with the United Nations Office for South-South Cooperation, to present, as part of his report on the implementation of the quadrennial comprehensive policy review in 2016, recommendations based on a thorough analysis of incentives for and challenges to the scaling up of United Nations support for South-South and triangular cooperation as well as the Office for South-South Cooperation, including lessons learned from the implementation of successful South-South and triangular cooperation projects and programmes;" (E/2015/L.16/OP37)

23. Please mention briefly any challenges your agency faces in regard to scaling up support for south-south cooperation:

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

25. Please mention briefly any lessons learned from the implementation of successful south-south and triangular cooperation projects and programmes:

Transition

26. 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.

Improving the functioning of the UN development system - UNDAF

The following paragraph relates to the next question.

"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;" (A/RES/67/226/OP119)

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

- Yes
- No
- Ongoing

Optional comments:

Improving the functioning of the UN development system - UNDAF

28. If yes, please briefly describe which measures have been developed:

Improving the functioning of the UN development system - UNDAF

29. If no, please briefly mention why specific measures have not been developed:

Improving the functioning of the UN development system - UNDAF

The following paragraph relates to the next question.

"Also requests the United Nations development system to improve the balance of effective and efficient reporting on contributions to national results, to the outcomes of United Nations Development Assistance Framework[s] or other common planning framework[s] and to the strategic plan outcomes of individual agencies, and requests the Secretary-General, as part of his regular reporting to the Council, to provide an update on progress in this regard;" (E/2015/L.16/OP50)

30. Please describe briefly any steps taken by your agency either alone or with other agencies to improve the balance between reporting on national outcomes and agency strategic plan outcomes.

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Aligning budget cycles with the QCPR

The following paragraph relates to the next question.

"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;" (A/RES/67/226/OP121)

31. To what extent is your agency's planning and budgetary cycle aligned with the QCPR cycle?

- Fully
- Partially
- Not at all

Optional comments:

Aligning budget cycles with the QCPR

32. If partially or not at all, please identify what plans your agency has in response to the QCPR requests/invitations:

Reporting on QCPR implementation

33. For Funds and Programmes only: Has your entity consolidated its reporting on the implementation of the QCPR within the reporting on the implementation of your entity's strategic plan? (See E/2015/L.16/OP6)

- Yes
- No

Optional comments:

Reporting on QCPR implementation

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For Funds and Programmes only

34. If yes, please provide link to that report.

Joint Programming

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

| | Less than 10% | 10-20% | 20-40% | 40-60% | 60-80% | More than 80%. |
|----------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Global | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Regional | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Optional comments

Joint programming

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

- All country representatives have this authority
- This authority is delegated on a country-by-country basis
- This authority has never yet been delegated

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

- All country representatives have this authority
- This authority is delegated on a country-by-country basis
- This authority has never yet been delegated

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

- All country representatives have this authority
- This authority is delegated on a country-by-country basis
- This authority has never yet been delegated.

Optional comments

39. 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?

- Fully
- Partially
- Not at all

If partially or not at all, please explain briefly:

40. 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?

- Yes
- No

If Yes, please provide describe briefly:

The Management and Accountability System of the Resident Coordinator System

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

- Yes
 No

Optional comments:

42. Does your organization recognize reporting obligations to the UN resident coordinator on resource mobilization and programme implementation performance of any UNDAF or similar instrument elements led by the agency?

- Yes
 No

Optional comments:

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

- Yes
 No

Optional comments:

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

- Yes
 No

Optional comments:

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45. 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"?

- Yes
- No

Optional comments:

Delivering as One

The following paragraph relates to the next question.

"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" (A/RES/67/226/OP137)

46. Has your agency initiated an exercise to identify and address challenges and bottlenecks at HQ level and report to your governing body?

- Yes
- No

If you answered no, please explain briefly:

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

- Fully
- Partially
- Not at all

Optional comments:

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48. And, was a report on this matter be presented to your agency's governing body or will be presented prior to the end of 2015?

- Yes
- No

Optional comments:

Alignment of regional structures

The following paragraph relates to the next question.

"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" (A/RES/67/226/OP147)

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

Simplification and harmonization of business practices

50. Has your organization submitted a joint plan for the consolidation of support services at the country level in accordance with the provisions of A/RES/67/226/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.)

- Yes
- No
- Not applicable

Simplification and harmonization of business practices

51. Please include the name and document number:

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Simplification and harmonization of business practices

52. Please briefly explain why a joint plan has not been submitted:

53. Please explain briefly the action your organization plans to take, with timelines if possible, in relation to this request:

Simplification and harmonization of business practices

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

- Yes
 No

Optional comments:

Simplification and harmonization of business practices

55. Please briefly explain why no plans in this regard have been developed:

Simplification and harmonization of business practices

56. Have such plans been presented to the governing body?

- Yes
 No

Simplification and harmonization of business practices

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***57. Please briefly explain why the plans have not been presented to the governing body:**

Simplification and harmonization of business practices

The following paragraph relates to the next three questions.

"Notes that some entities of the United Nations development system are establishing agency-specific regional or global service centers, and in this regard urges that this practice should not detract from the piloting and possible establishment of national and/or multi-country common service centres;" (E/2015/L.16/OP69)

58. Has your agency established or is planning to establish regional or global service centres?

Please select all that apply:

| | Regional Service Centres | Global Service Centres |
|--------------|--------------------------|--------------------------|
| Established: | <input type="checkbox"/> | <input type="checkbox"/> |
| Planned: | <input type="checkbox"/> | <input type="checkbox"/> |

59. Please briefly explain the role of the service centres your agency has established or plans to establish:

60. How does the establishment of your agency's service centres impact the implementation of Common UN Service Centres at the country level?

Results-Based Management

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61. The agency uses common results-based management (RBM) tools and principles as identified in the UNDG RBM handbook:

- Yes
- No

Optional comments:

62. Please mention briefly the steps your agency intends to take to support the development of common (system-wide) approaches and definitions with regard to measuring results and harmonizing indicators.

The following paragraph relates to the next question.

"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/2013/5/33)

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

- Yes
- No
- Not applicable

Optional comments:

Evaluation

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

- Yes
- No

Optional comments:

Evaluation

65. If yes, does your agency also post management responses?

- Always
- Sometimes
- Never

Optional comments:

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

- Yes
- No

Optional comments:

67. Has your organization adopted the UNEG norms and standards?

- Fully
- Partly
- Not at all

Optional comments:

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

Yes

No

Optional comments:

Use of Resources

In order to collect information on expenditure and the use of resources on operational activities for development in 2014, as required under Indicators 20 and 21 of the QCPR Monitoring and Reporting Framework we kindly request that you complete the excel template that was attached to the email with the link to this survey. Once completed, please email the excel template to Andrew MacPherson, Office for ECOSOC Support and Coordination, DESA at macpherson@un.org, with copy to qcpr@un.org.

***69. Please confirm below that you have submitted the excel template for this question.**

Yes, I have emailed the excel template (see details in paragraph above)

Thank You

Thank you for taking the time for this survey as part of monitoring the progress made on the 2012 Quadrennial Comprehensive Policy Review (QCPR) resolution.

Please press "Done" to submit the survey.