

2015 Survey of UN Operations Management Teams - QCPR Monitoring

Introduction

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 survey presents an important contribution to the Secretary General's Report providing factual evidence from the country level on the progress made in the area of business operations.

Similar to the surveys in 2013 and 2014, the survey is designed for Operations Management Teams (OMTs), which are acting on behalf of the UN country team in their country and are familiar with business operations support services. The survey respondents are the OMTs in all UN programme countries. The survey should be answered in consultation with the members of the OMT. Only one survey response can be accepted per OMT and country/location.

The survey aims to collect standardized information about the status and progress made in the simplification and harmonization of business practices. The results of the survey will be reported to the General Assembly and ECOSOC, as requested by the resolution.

The questions are designed to enable all OMTs to complete the survey without collecting detailed information from individual agencies. The combination of questions and their design aim to reach a high degree of validity and accuracy. To best capture the relevant areas for this assessment, the survey for OMTs is structured as per the following categories:

- a. Introduction
- b. Consolidation of Support Services
- c. Procurement Cooperation
- d. Common Premises

Please note that the software allows you to exit the questionnaire and reopen it later provided you use the same computer. Your answers will be saved. You can also navigate forward and backward within the questionnaire.

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 source of any answer or comment.

Please note that in this questionnaire the term 'UN agencies' is used as shorthand for UN specialized agencies, UN funds and programmes, and departments of the UN Secretariat.

Please complete the questionnaire within four weeks of notification, and click the "Exit Survey" button when you have finished it.

If you have any questions, please contact 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):

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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 specialized agencies, UN funds and programmes and departments of the UN secretariat.

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"/>
IOM	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IMO	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IMF	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OCHA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
OHCHR	<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"/>
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"/>
UNODC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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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"/>
World Bank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify):

Consolidation of Support Services

3. Did the UNCT establish a UN Business Operations Strategy (BOS)?

(The Business Operations Strategy is a voluntary 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.)

- Yes
 No

Consolidation of Support Services

4. Has the UNCT decided to develop a UN Business Operations Strategy?

- Yes
 No

Consolidation of Support Services

5. Please explain why your UNCT has not established or decided to develop a UN Business Operations Strategy.

Consolidation of Support Services

6. What were the main challenges when developing and establishing a UN Business Operations Strategy?

Please select all that apply.

- 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 financial resources
- Lack of OMT capacity
- Lack of OMT member commitment
- Lack of delegated authority to OMT members
- Conducting baseline and needs analyses
- Conducting cost benefit analyses
- Developing a results framework
- Developing a monitoring and evaluation framework
- Developing OMT work plans
- Other

Please specify

7. What are the projected savings under your UN Business Operations Strategy in US\$?

- 0-100,000
- 101,000-500,000
- 501,000-1,000,000
- over 1,000,000

Please provide any comments you might have.

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8. What are the three main non-monetary benefits the UNCT perceives to be realized by the UN Business Operations Strategy?

Please select three answer options.

- Enhanced strategic planning
- Better prioritization of human and financial resource expenditures for common operations
- Enhanced management control of common operations agenda
- Enhanced ability to monitor and track impact of common operations
- More consistent approach to common operations
- Better linkages between programme and operations
- Other

Please specify

Consolidation of Support Services

9. 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.)

	Management through separate agency-owned departments	Management through a lead agency on behalf of the UNCT	Management through a common UN service unit
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments you might have:

Consolidation of Support Services

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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 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, cleaning services or other functions which are delivered through external service providers on the basis of common agreements between the agencies.

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. They are not considered common services.

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10. Which of the following support services have been established as common services 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"/>
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"/>
Freight Forwarding	<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"/>
Legal Services	<input type="radio"/>	<input type="radio"/>
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"/>

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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 you might have:

Consolidation of Support Services

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

Please select all that apply.

	Inter-agency agreement in place	Common long-term agreement in place	Cost-benefit analysis conducted	None of those steps
Medical Services	<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"/>
Protocol Services	<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"/>
Insurance (Facilities)	<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"/>
Cleaning Services	<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"/>
Transportation (Car/Bus Rental)	<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"/>
Vehicle Maintenance	<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"/>
Newspaper Advertisement	<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"/>
Freight Forwarding	<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"/>
Catering Services	<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"/>
Translation Services	<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"/>
Editing Services	<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"/>
Printing Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telephone Land Line Provision	<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"/>
Common Internet Provider	<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"/>
Common ICT Help Desk	<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"/>

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Common Internet Back-up Solution	<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"/>
Common Vendor for ICT Hardware	<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"/>

Please provide any additional comments you might have:

12. 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

Please provide any additional comments you might have:

Consolidation of Support Services

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13. Please specify which rules and regulations and/or policies and procedures have prevented the UNCT in your country from further harmonizing business practices in the different areas of business operations. Provide one or more examples of how these have presented a barrier to the harmonization of business practices.

Procurement Cooperation

14. 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 you might have:

15. Are members of the UNCT authorized to enter into long-term agreements without further approval requirements through their regional bureaus or headquarters?

- All UNCT members are authorized regardless of the contract amount and contents
- UNCT members have different levels of authorization depending on the contract amount
- UNCT members have different levels of authorization depending on the contents of the contract
- All UNCT members have to submit long-term agreements for review and approval
- Don't know

Please provide any additional comments you might have:

16. Does your UNCT utilize standardized inter-agency agreements to regulate the management of common services and long-term agreements with third parties?

- Yes
- No

17. In your country, can all agencies utilize existing (agency-owned or common) long-term agreements with external service providers?

- Yes
- No

Procurement Cooperation

18. What factors prevent agencies from utilizing existing long-term agreements with external service providers?

Please select all that apply.

- Agencies continue to establish agency-specific long-term agreements
- Agencies do not permit other agencies to utilize their long-term agreements
- Long-term agreements are not in line with the policies or procedures of all agencies
- Agencies do not agree to the service provisions in existing long-term agreements
- External service providers refuse to include other agencies into an existing long-term agreement

Other (please specify):

19. In your country, 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

20. To what extent would you agree that the Government has the capacity to assume more responsibility for procurement in UN-funded programmes and projects?

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree

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

- Yes
- No

Please provide any additional comments you might have:

Common Premises

According to the 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.

Field offices that house projects of two or more UN agencies are not considered common premises.

22. Did the UNCT conduct a feasibility study for establishing common premises which has been reviewed by the Task Team on Common Premises (TTCP) at headquarters level?

- Yes
- No

Common Premises

23. What prevents conducting a feasibility study in your country?

Please provide your answer in the comment box.

24. Did the UN system in your country establish common premises?

Yes

No

Please provide any additional comments you might have:

Common Premises

25. What prevents the establishment of common premises in your country?

Please provide your answer in the comment box.

Common Premises

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26. Which of the following agencies co-locate in the established common premises?

Please select all that apply.

- | | | |
|--------------------------------|---------------------------------|-------------------------------------|
| <input type="checkbox"/> ECA | <input type="checkbox"/> IMF | <input type="checkbox"/> UN-HABITAT |
| <input type="checkbox"/> ECE | <input type="checkbox"/> OCHA | <input type="checkbox"/> UNICEF |
| <input type="checkbox"/> ECLAC | <input type="checkbox"/> OHCHR | <input type="checkbox"/> UNIDO |
| <input type="checkbox"/> ESCAP | <input type="checkbox"/> UNAIDS | <input type="checkbox"/> UNODC |
| <input type="checkbox"/> ESCWA | <input type="checkbox"/> UNCDF | <input type="checkbox"/> UNOPS |
| <input type="checkbox"/> FAO | <input type="checkbox"/> UNCTAD | <input type="checkbox"/> UNRWA |
| <input type="checkbox"/> IAEA | <input type="checkbox"/> UNDESA | <input type="checkbox"/> UNV |
| <input type="checkbox"/> ICAO | <input type="checkbox"/> UNDP | <input type="checkbox"/> UN Women |
| <input type="checkbox"/> IFAD | <input type="checkbox"/> UNESCO | <input type="checkbox"/> UNWTO |
| <input type="checkbox"/> ILO | <input type="checkbox"/> UNEP | <input type="checkbox"/> WFP |
| <input type="checkbox"/> IOM | <input type="checkbox"/> UNFPA | <input type="checkbox"/> WHO |
| <input type="checkbox"/> IMO | <input type="checkbox"/> UNHCR | <input type="checkbox"/> World Bank |

Other (please specify):

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27. How is the provision of business operations services managed as part of the co-location in common premises?

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

(Multiple answers are possible.)

	Procurement	Human Resources	Finance	Administration	ICT
Services are provided through separate agency-specific units	<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 unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services have been partly outsourced to external service providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services have been fully outsourced to external service providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please provide any additional comments you might have:

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 2012 Quadrennial Comprehensive Policy Review (QCPR) resolution.