



**QCPR Monitoring
Survey of Operations Management Teams
2013**

Report

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

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A. Introduction

The global survey of Operations Management Teams (OMTs) was conducted as an integral part of UN DESA's follow-up with the 2012 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR).

The survey targeted all country teams independent from their progress in the harmonization of business practices and was designed for OMTs, which are familiar with business operations support services in all functional areas. The survey aimed to collect standardized information about the status and progress made in the simplification and harmonization of business practices. This includes the establishment common services in all functional areas of business operations, the management structure of business operations at the country level and the implementation of common premises. The collected data may serve as a baseline in following up with those provisions of General Assembly resolution 67/226 that address the harmonization of business practices.

To ensure the best possible analysis of the provided information, the chosen methodology allows the collection of standardized information about the status and progress of the harmonization of business practices through a structured questionnaire that included different question types, such as multiple choice, matrix of choices and text boxes. Advanced validation options included open text fields for optional and additional comments. The survey was developed and conducted using a professional web-based survey tool, which allowed for a high-quality design of the questionnaire and a high return rate. Ensuring the receipt of validated data, the survey was directed to the chairs of all OMTs allowing one consolidated answer per country.

The survey consists of 22 questions which were designed to enable all OMTs to complete the survey without the need to provide additional data or engaging in any form of significant research. The reason for this is to ensure a high rate of return and that UNCTs and OMTs perceive the survey as value added and a good opportunity to provide quick, yet elaborative and precise feedback. The combination of questions and their design aim to reach a high degree of validity and accuracy. To achieve utmost accuracy in the analysis of the survey, most questions have been designed to provide clear answers on the progress made and status of the harmonization of business practices. To allow for comparable data sets, the survey is limited to only one perception question.

To best capture the relevant areas for this assessment, the survey for OMTs was structured as per the following categories:

- a. Introduction
- b. Consolidation of Support Services
- c. Common United Nations Service Centre
- d. Procurement Cooperation
- e. Common Premises

The survey was launched to all country offices on April 15 and closed on April 30, 2013. Within this timeframe, OMTs from 111 countries completed the survey corresponding to a response rate of 86%.

B. Survey Participation

1. Overall survey participation:

Table B.1: Survey Response Rate

Number of countries and territories that responded	Number of countries and territories that did not respond	Number of countries and territories the survey was sent out
111 (86%)	18 (14%)	129

2. Survey participation by region:

Table B.2: Survey Response Rate by Region

Answer Options	Response In %	Response Count
Asia and Pacific	19.8	22
ECIS	15.3	17
LAC	19.8	22
Africa	34.2	38
Arab States	10.8	12
<i>Answered Question</i>		111

3. Survey participation by income level of countries:

Table B.3: Survey Response Rate by Income Level

Answer Options	Response In %	Response Count
Low	27.0	30
Low/Mid	38.7	43
High/Mid	28.8	32
High	5.4	6
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

4. Survey participation by Least-Developed Country (LDC) status:

Table B.4: Survey Response Rate by LDC Classification

Answer Options	Response In %	Response Count
Yes	33.3	37
No	66.7	74
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

5. Survey participation by Small Island Developing Country (SIDS) status:

Table B.5: Survey Response Rate by SIDS Classification

Answer Options	Response In %	Response Count
Yes	14.4	16
No	85.6	95
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

6. Survey participation by United Nations programme size in the country:

Table B.6: Survey Response Rate by Programme Size

Answer Options	Response In %	Response Count
Largest 41	34.2	38
Middle 41	29.7	33
Smallest 41	36.0	40
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

7. Survey Participation by United Nations Country Team (UNCT) size:

Table B.7: Survey Response Rate by UNCT Size

Answer Options	Response In %	Response Count
Up to 5	3.6	4
6 - 10	10.8	12
11 -15	21.6	24
16 - 20	36.9	41
Above 20	27.0	30
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Question 1: 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:

Table B.8: Overall UN Agency Presence in Programme Countries by Resident Status and UNCT Participation

UN Agencies	Resident Agency	Non-Resident Agency (NRA) (Participating in UNCT's work)	Neither Resident nor Non-Resident Agency (Not participating in UNCT's work)	Rating count
ECA	8.1% (6)	5.4% (4)	86.5% (64)	74
ECE	0.0% (0)	5.6% (4)	94.4% (68)	72
ECLAC	9.2% (7)	3.9% (3)	86.8% (66)	76
ESCAP	6.6% (5)	3.9% (3)	89.5% (68)	76
ESCWA	1.4% (1)	5.6% (4)	93.1% (67)	72
FAO	82.4% (84)	13.7% (14)	3.9% (4)	102
IAEA	1.3% (1)	25.3% (19)	73.3% (55)	75
ICAO	7.9% (6)	7.9% (6)	84.2% (64)	76
IFAD	28.4% (23)	21.0% (17)	50.6% (41)	81
ILO	55.0% (55)	34.0% (34)	11.0% (11)	100
IOM	73.5% (72)	12.2% (12)	14.3% (14)	98
IMO	11.0% (8)	8.2% (6)	80.8% (59)	73
IMF	60.0% (51)	2.4% (2)	37.6% (32)	85
OCHA	38.4% (33)	22.1% (19)	39.5% (34)	86
OHCHR	36.0% (31)	31.4% (27)	32.6% (28)	86
UNAIDS	72.2% (70)	17.5% (17)	10.3% (10)	97
UNCDF	11.4% (9)	24.1% (19)	64.6% (51)	79
UNCTAD	6.6% (5)	27.6% (21)	65.8% (50)	76
UNDESA	2.7% (2)	10.8% (8)	86.5% (64)	74
UNDP	100% (100)	0.0% (0)	0.0% (0)	100
UNESCO	51.0% (51)	37.0% (37)	12.0% (12)	100
UNEP	11.3% (9)	46.3% (37)	42.4% (34)	80
UNFPA	93.3% (98)	6.7% (7)	0.0% (0)	105
UNHCR	80.4% (82)	6.9% (7)	12.7% (13)	102
UN-HABITAT	35.2% (31)	27.3% (24)	37.5% (33)	88
UNICEF	99.1% (105)	0.0% (0)	0.9% (1)	106
UNIDO	39.9% (35)	33.7% (30)	27.0% (24)	89
UNODC	41.1% (37)	31.1% (28)	27.8% (25)	90
UNOPS	42.2% (38)	17.8% (16)	40.0% (36)	90
UNRWA	5.7% (4)	1.4% (1)	92.9% (65)	70
UNV	47.8% (43)	22.2% (20)	30.0% (27)	90
UN Women	60.0% (57)	23.2% (22)	16.8% (16)	95
UNWTO	1.4% (1)	9.9% (7)	88.7% (63)	71
WFP	70.2% (66)	6.4% (6)	23.4% (22)	94
WHO	100.0% (105)	0.0% (0)	0.0% (0)	105
World Bank	78.9% (75)	5.3% (5)	15.8% (15)	31
Answered Question				111
Skipped Question				0

C. Consolidation of Support Services

Question 2: Did the UNCT establish a business operations strategy for the consolidation of support services?

Table C.1: Strategy for Consolidation of Support Services by Number of Countries

Answer Options	Response In %	Response Count
Yes	35.1	39
No	64.9	72
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Question 3: How does the UNCT manage the following functional areas of business operations?

Table C.2: Management of Business Operation Functions by Number of Countries

Answer Options	Management through agency-owned departments		Management through a lead agency		Management through a common UN service centre		Rating count
	No.	in %	No.	in %	No.	in %	Sum
Finance	96	88.1	37	33.9	7	6.4	109
Human Resources	99	91.7	30	27.8	3	2.8	108
Procurement	95	86.4	45	40.9	10	9.1	110
ICT	91	84.3	45	41.7	9	8.3	108
Admin. Services	97	88.2	40	36.4	13	11.8	110
<i>Answered Question</i>							111
<i>Skipped Question</i>							0

Table C.2 shows how UNCTs manage the different functional areas of business operations in their country. Respondents were able to select more than one answer per functional area, because different management options can be prevalent in the same country. The vast majority of UNCTs manage business operations functions through agency-owned departments. For instance, according to 99 of 108 countries (91.7%), the human resources function is carried out by agencies through their own departments. At the same time, 27.8% answered that a lead agency is managing human resources functions for other members of the UNCT. This refers mostly to UNDP, which manages human resources functions for other resident and non-resident agencies in the country as per their Universal Price List.

A relatively high number of countries answered that business operations functions are also carried out through a common UN service centre in their country. For procurement, 10 out of 110 countries (9.1%) and for administrative services 13 out of 110 countries (11.8%) chose this answer option. Chapter D of

this report deals in detail with the establishment and management of common UN service centres. The results reveal that the answers as reflected in table C.2 have to be interpreted carefully as most countries that have selected the option of service provision through a common UN service centre refer to services provided by UNDP as per their Universal Price List to other resident or non-resident agencies and not an established common UN services centre.

Question 4: Which of the following support services have been established as common services in your country?

Table C.3: Common Services by Number of Countries

No.	Answer Options	Yes		No		Rating count
		No.	in %	No.	in %	Sum
1	Medical Services	63	60.6	41	39.4	104
2	Security Services	94	85.5	16	14.5	110
3	Protocol Services	10	9.9	91	90.1	101
4	Insurances (Assets)	8	7.9	93	92.1	101
5	Insurances (Facilities)	9	9.1	90	90.9	99
6	Travel Services	75	68.8	34	31.2	109
7	Cleaning Services	63	60.0	42	40.0	105
8	Vehicle Purchase	4	4.0	97	96.0	101
9	Transportation (Car/Bus Rental)	18	17.6	84	82.4	102
10	Fleet Management	4	4.0	97	96.0	101
11	Vehicle Maintenance	19	18.6	83	81.4	102
12	Fuel Services	40	39.6	61	60.4	101
13	Newspaper Advertisement	13	13.0	87	87.0	100
14	Courier Services	49	46.2	57	53.8	106
15	Freight Forwarding	21	20.8	80	79.2	101
16	Conference Facilities	29	27.9	75	72.1	104
17	Catering Services	25	24.3	78	75.7	103
18	Event Management	19	18.8	82	81.2	101
19	Translation Services	19	18.4	84	81.6	103
20	Interpretation Services	18	17.5	85	82.5	103
21	Editing Services	12	11.7	91	88.3	103
22	Stationary Provision	33	31.7	71	68.3	104
23	Printing Services	25	24.0	79	76.0	104
24	Banking Services	51	49.5	52	50.5	103
25	Legal Services	5	4.9	97	95.1	102
26	Telephone Land Line Provision	42	40.4	62	59.6	104
27	Mobile Phone Provision	34	33.0	69	67.0	103
28	Common Internet Provider	50	48.5	53	51.5	103
29	Common Server Space	31	30.4	71	69.6	102
30	Common ICT Help Desk	23	22.5	79	77.5	102
31	Common Wireless Connectivity	27	27.0	73	73.0	100
32	Common Internet Back-up Solution	24	23.8	77	76.2	101
33	IT Maintenance Services	22	21.8	79	78.2	101
34	Common Vendor for ICT Hardware	6	6.1	93	93.9	99
35	Common Vendor for ICT Software	6	6.0	94	94.0	100
<i>Answered Question</i>						111
<i>Skipped Question</i>						0

Question 5: Please check the steps that have been taken to establish the following support services as common services:

Table C.4: Steps Establishing Common Services by Number of Countries

No.	Common Services	Inter-agency Agreement in place		Common Long-term Agreement in place		Cost-benefit analysis conducted		None of those steps		Rating count
		No.	in %	No.	in %	No.	in %	No.	in %	Sum
1	Medical Services	39	38.6	19	18.8	11	10.9	44	43.6	101
2	Security Services	62	59.0	35	33.3	15	14.3	16	15.2	105
3	Protocol Services	2	2.3	1	1.1	6	6.8	79	89.8	88
4	Insurances (Assets)	6	6.7	4	4.4	5	5.6	77	85.6	90
5	Insurances (Facilities)	6	6.8	1	1.1	2	2.3	79	89.8	88
6	Travel Services	27	26.7	56	55.4	16	15.8	20	19.8	101
7	Cleaning Services	28	28.3	37	37.4	12	12.1	38	38.4	99
8	Vehicle Purchase	1	1.1	4	4.5	2	2.3	82	93.2	88
9	Transportation (Car/Bus Rental)	3	3.3	11	12.0	6	6.5	75	81.5	92
10	Fleet Management	1	1.1	1	1.1	4	4.5	84	94.4	89
11	Vehicle Maintenance	5	5.4	15	16.3	8	8.7	67	72.8	92
12	Fuel Services	19	19.6	21	21.6	11	11.3	56	57.7	97
13	Newspaper Advertisement	3	3.3	6	6.7	2	2.2	79	87.8	90
14	Courier Services	17	17.2	24	24.2	11	11.1	57	57.6	99
15	Freight Forwarding	6	6.7	12	13.5	4	4.5	69	77.5	89
16	Conference Facilities	13	13.4	11	11.3	11	11.3	63	64.9	97
17	Catering Services	10	10.6	12	12.8	7	7.4	68	72.3	94
18	Event Management	1	1.1	13	13.0	6	6.5	74	80.4	92
19	Translation Services	2	2.2	15	16.3	5	5.4	70	76.1	92
20	Interpretation Services	2	2.2	13	14.3	4	4.4	72	79.1	91
21	Editing Services	0	0.0	8	9.0	2	2.2	79	88.8	89
22	Stationary Provision	6	6.3	25	26.3	7	7.4	60	63.2	95
23	Printing Services	7	7.5	20	21.5	6	6.5	64	68.8	93
24	Banking Services	18	19.1	27	28.7	15	16.0	41	43.6	94
25	Legal Services	3	3.4	1	1.1	0	0.0	84	95.5	84
26	Telephone Land Line Provision	19	19.8	14	14.6	10	10.4	61	63.5	96
27	Mobile Phone Provision	6	6.5	20	21.7	11	12.0	61	66.3	92
28	Common Internet Provider	20	20.8	27	28.1	13	13.5	49	51.0	96
29	Common Server Space	20	21.5	8	8.6	5	5.4	63	67.7	93
30	Common ICT Help Desk	16	17.0	9	9.6	7	7.4	67	71.3	94
31	Common Wireless Connectivity	15	16.1	10	10.8	9	9.7	65	69.9	93
32	Common Internet Back-up Solution	15	16.1	12	12.9	6	6.5	66	71.0	93
33	IT Maintenance Services	13	13.8	13	13.8	8	8.5	65	69.1	94
34	Common Vendor for ICT Hardware	1	1.1	3	3.4	8	9.0	79	88.8	89
35	Common Vendor for ICT Software	1	1.1	2	2.3	6	6.9	79	90.8	87
<i>Answered Question</i>										111

Skipped Question

0

Table C.3 provides a selection of 35 possible common services and shows, how countries have answered question four (“Which of the following support services have been established as common services in your country?”). According to the data provided by the OMTs, most countries have established a number of common services. The four leading common services are the provision of security services, travel services, medical services and cleaning services. Ninety four out of 110 responding countries (85.5%) answered that the provision of security services has been established as a common service in their country. This is followed by travel services with 75 out of 109 countries (68.8%), medical services with 63 out of 104 countries (60.6%) and cleaning services with 63 out of 105 countries (60%).

However, the survey also revealed that country teams still do not coordinate the provision of most of the basic support services and that the majority of countries have not followed the minimum requirements of setting up common services for their effective management. The establishment of a common service typically requires a number of steps, including conducting a cost-benefit analysis, ratifying an inter-agency memorandum of understanding and establishing a common long-term agreement with the service provider. These minimum requirements are supported and highlighted by the UNDG standard operating procedures for the countries wishing to adopt delivering-as-one. Question five asked respondents to check the steps that have been taken to establish support services in their countries in accordance with the same list of 35 common services. Table C.4 shows, how many countries have conducted a cost-benefit analysis, ratified an inter-agency memorandum of understanding or established a common long-term agreement with the service provider for each of the 35 common services.

For instance, while 85% of all countries have answered that the provision of security services has been established as a common service in their country, only 59% have regulated the provision of this common service with an inter-agency memorandum of understanding. Only 33.3% of all countries have a common long-term agreement with the service provider in place and 14.3% have conducted a cost-benefit analysis. While 68.8% of all countries confirmed to have travel services established as a common service, about a quarter (26.7%) have ratified an inter-agency memorandum of understanding and more than half (55.4%) of all countries have a long-term agreement with the service provider in place. However, only 15.8% of all countries have conducted a cost-benefit analysis regarding the provision of travel services in the process of its establishment as a common service.

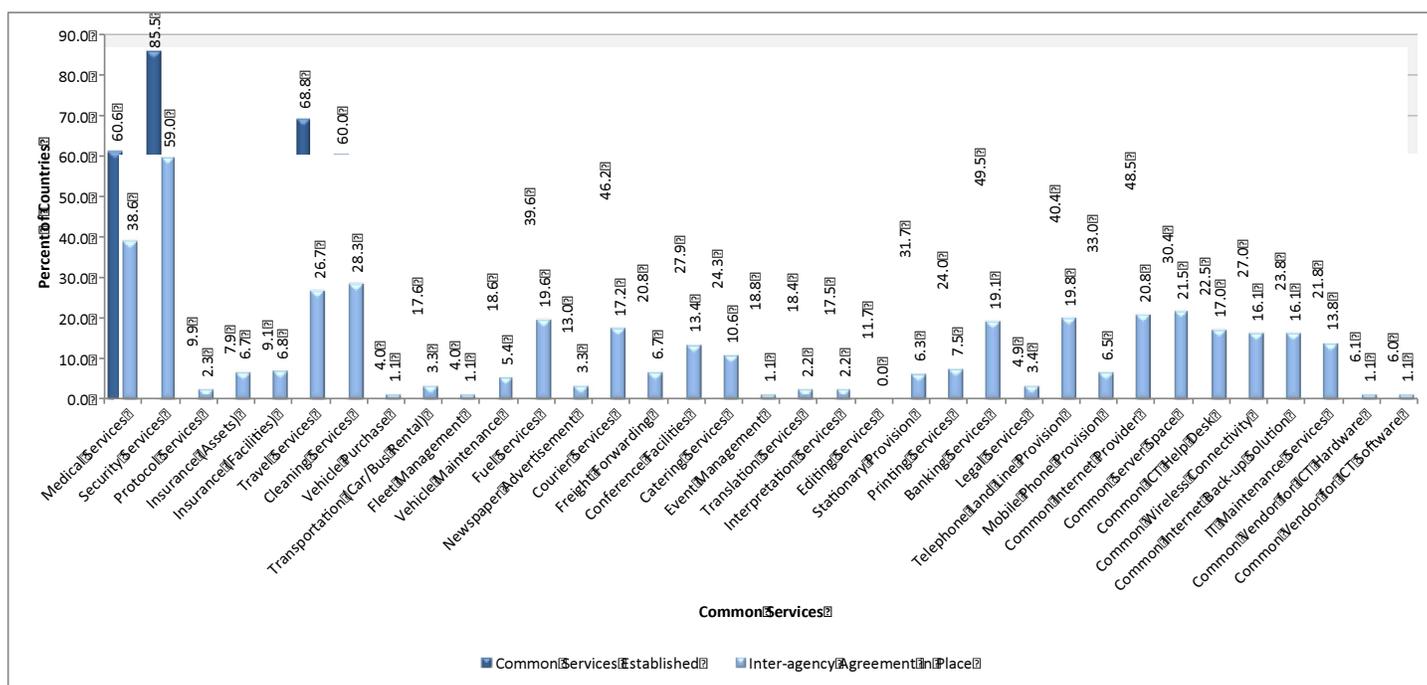
Table C.4 provides detailed data about the number of country teams that have followed any one of the minimum required steps to establish common services at the country level. The further disaggregation of data allows providing information about the number of common services that have been established based on the implementation of all three steps. The following graphs illustrate the variance between the per cent of countries confirming the establishment of a common service and the per cent of countries that established an inter-agency memorandum of understanding (Graph C.1), a common

long-term agreement (Graph C.2), and that have conducted a cost-benefit analysis (Graph C.3) for the same common service.

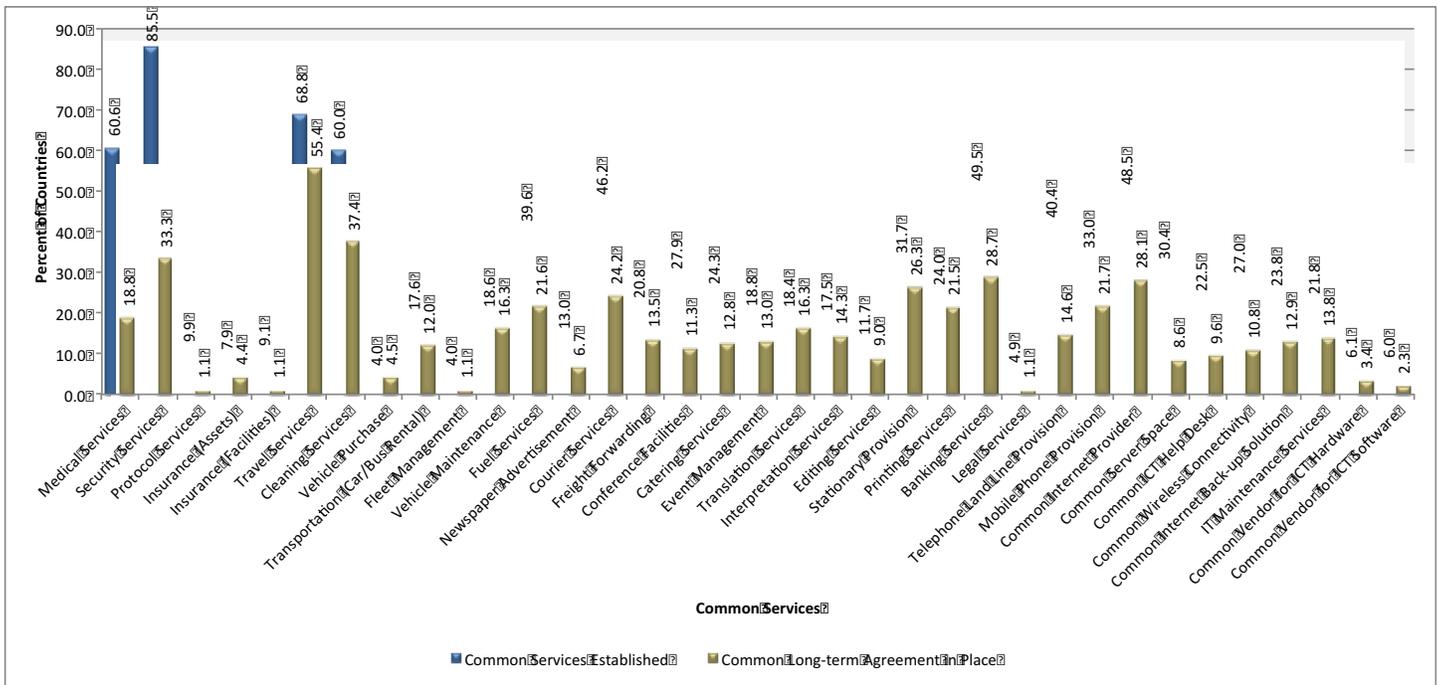
Graph C.3 reveals that only a few countries have conducted cost-benefit analyses in the process of establishing common services at the country level. The cost benefit-analysis provides comprehensive information on the financial and managerial feasibility of establishing a service provision as a common service. Apart from other considerations, a cost-benefit analysis typically includes detailed scenarios for estimated costs and savings over time, making it an important document for the UNCT and individual agencies in their decision-making process to establish or join common services. For instance, while 48.5% (50 of 103 countries) have answered that they have established the services of a common internet provider, only 13.5% (13 of 96 countries) have answered that they have conducted a cost-benefit analysis.

Graph C.4 illustrates the variance between the per cent of countries confirming the establishment of a common service and the per cent of countries that actually established all three steps for the same common service.

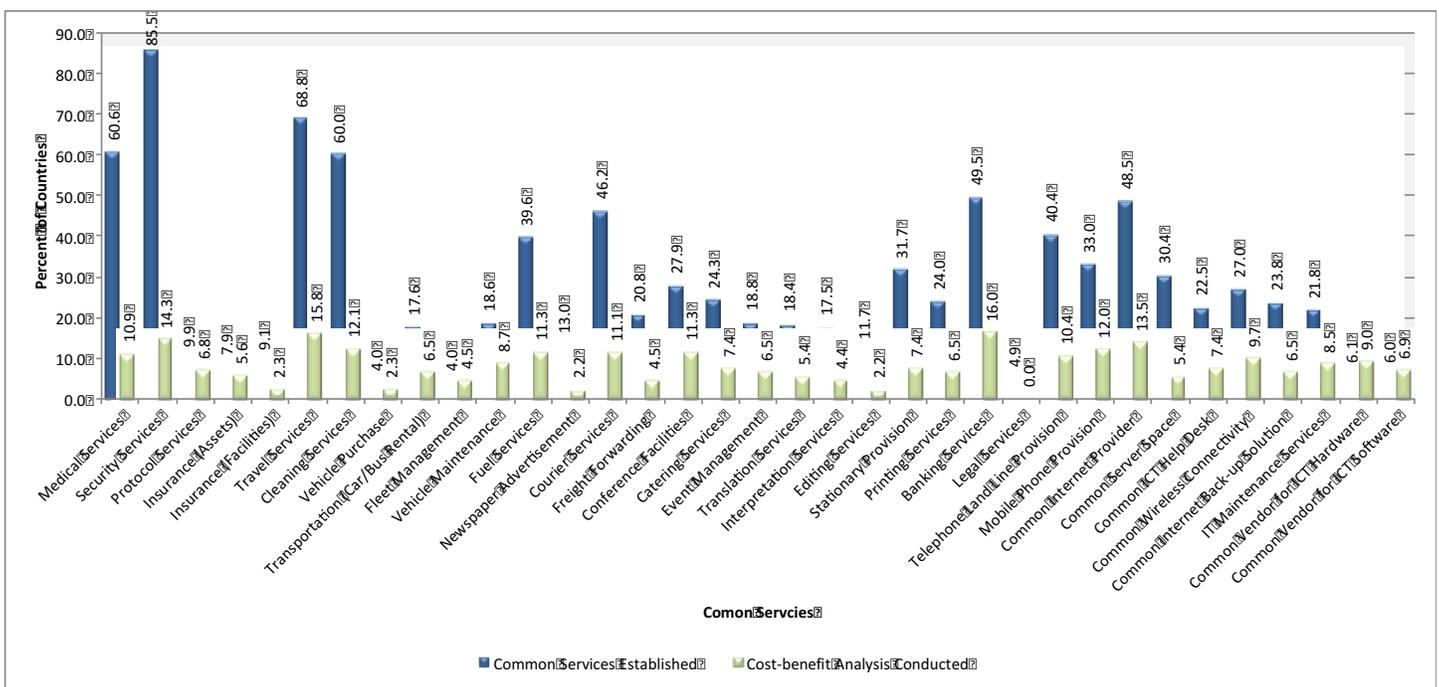
Graph C.1: Common services established versus inter-agency agreements in place



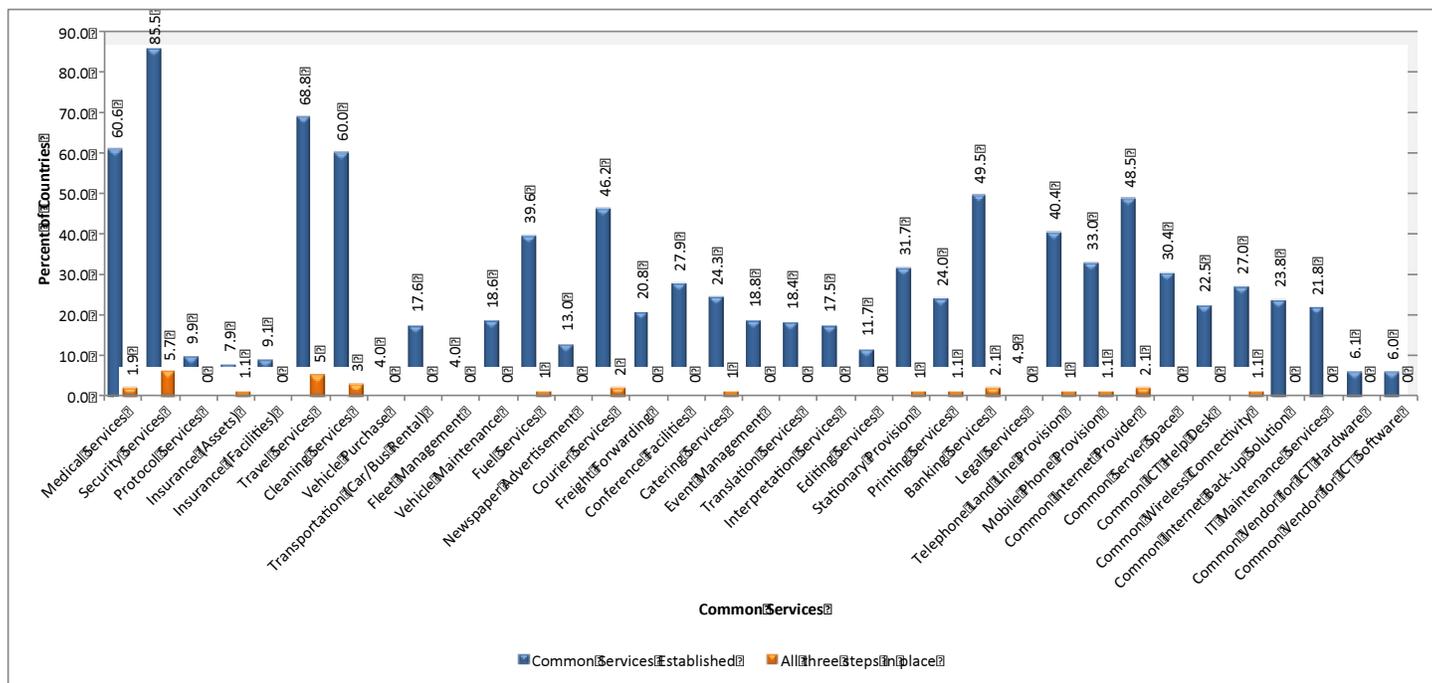
Graph C.2: Common services established versus common long-term agreements in place



Graph C.3: Common services established versus cost-benefit analyses conducted



Graph C.4: Common services established versus common services based on all three steps in place

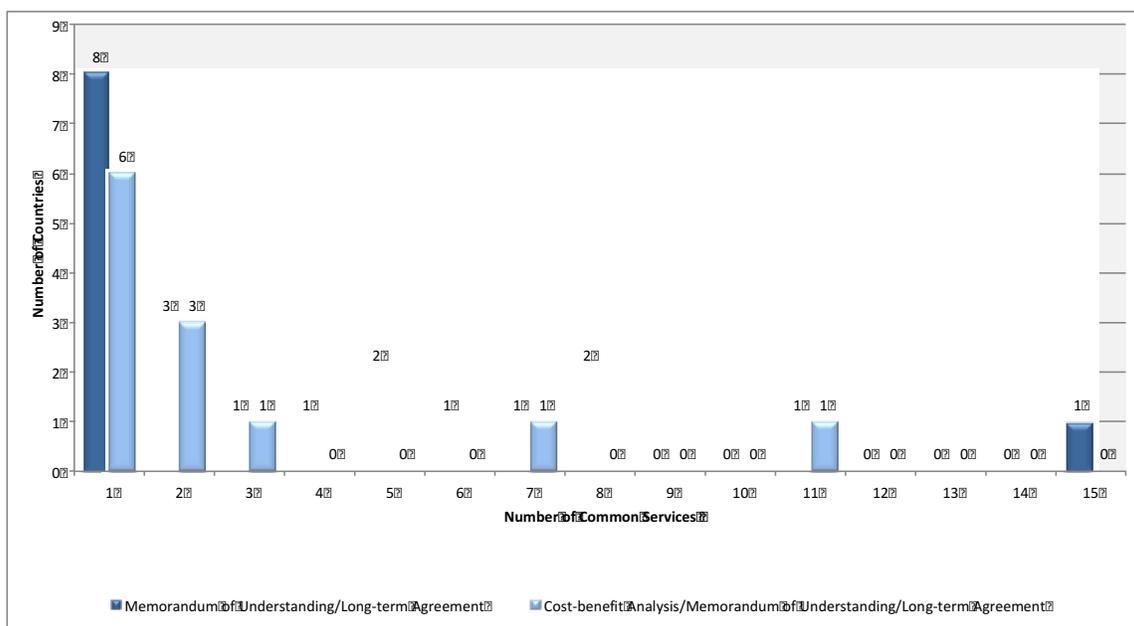


Graph C.4 above illustrates for each of the 35 listed common services the per cent of countries, which answered that they have established a common service versus the per cent of countries, which have established the same common service by actually following the minimum three steps of ratifying an inter-agency memorandum of understanding, establishing a long-term agreement with the service provider and conducting a cost-benefit analysis. The graph reveals very high variances between the two data sets. For instance, while 60% of 105 countries answered that they have established the provision of cleaning services as a common service, only 3% of those 105 countries have actually established this common service based on all three steps.

Graph C.5 below shows the number of common services that were established by number of countries, based either on a minimum of both an inter-agency memorandum of understanding and a common long-term agreement with the service provider or a minimum of all three steps, an inter-agency memorandum of understanding, a common long-term agreement and a cost-benefit analysis. The graph allows a more detailed analysis of the distribution of correctly established common services over the 111 responding countries to this survey. For example, eight countries have established one common service based on both an inter-agency memorandum of understanding and a long-term agreement. Six countries have established one common service based on following all three steps, an inter-agency memorandum of understanding, a common long-term agreement and a cost-benefit analysis.

The graph also reveals that only three out of 111 country teams established three or more common services in line with all three steps or minimum requirements, none of which was a delivering-as-one pilot country. According to the data provided by the 111 responding countries, altogether 33 common services have been established world wide, based on following all three recommended steps. Eighteen of those correctly established common services are concentrated in only two countries, which seem to have systematically followed up with the recommended approach. According to their own data, one country has established seven and the other country eleven of their common services by implementing all three steps.

Graph C.5: Established Common Services Steps by Number of Countries



Overall, most country teams have established common services only very selectively and, thus, not followed a strategic approach to effectively coordinate business operations at the country level. In addition, the analysis of the data as provided by the operations management teams has shown that in many cases, the separate service provision by the same company to individual agencies has been wrongly labelled as a common service. Due to existing monopolies or less developed markets in many programme countries, the majority of UN entities may receive specific services from the same company. The low number of inter-agency memoranda of understanding and common long-term agreements shows that country teams have not taken the opportunity to utilize their considerable common negotiating power to reduce costs and achieve higher quality standards.

The provided data also reveals possible reasons for the challenges that delivering-as-one countries and other country teams experience, when requested to report on incurred costs and estimated and accounted savings in connection with the harmonization of business operations, in particular the establishment of common services. The implementation of most of the common services in all areas of business operations seems to be approached without the provision of a cost-benefit analysis or development of a cost sharing agreement, which would allow for a proper management, budgeting and cost accounting of the service provision.

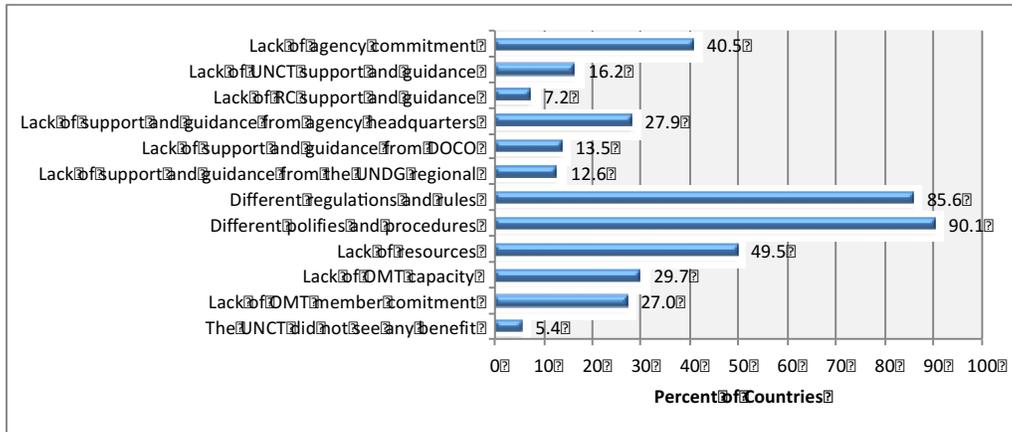
Question 6: What has been preventing the UNCT in your country from further harmonizing business practices in the different areas of business operations?

Table C.5: Hindrances to the Harmonization of Business Practices by Number of Countries

Answer Options	Response In %	Response Count
Lack of agency commitment	40.5	45
Lack of UNCT support and guidance	16.2	18
Lack of RC support and guidance	7.2	8
Lack of support and guidance from agency headquarters	27.9	31
Lack of support and guidance from DOCO	13.5	15
Lack of support and guidance from the UNDG regional team	12.6	14
Different regulations and rules	85.6	95
Different policies and procedures	90.1	100
Lack of resources	49.5	55
Lack of OMT capacity	29.7	33
Lack of OMT member commitment	27.0	30
The UNCT did not see any benefit that could be derived from sharing business operations functions	5.4	6
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

As shown in table C.5 above and according to the answers provided, 90.1% (100) of all country teams stated that different policies and procedures and more than 85.6% (95) stated that different regulations and rules have impeded the UNCT in their country from further harmonizing business practices. A number of comments from the country teams suggest that the reasons for limited success in harmonizing business practices are interrelated. For instance, the lack of progress also stems from the perception that many reform initiatives at the country level might interfere with agency-specific policies and procedures and that changes towards greater inter-agency harmonization at the country level would not be feasible for individual agencies. This is also reflected in the high response rate of 40.5% (45) for the answer option 'Lack of agency commitment'.

Graph C.6: Hindrances to the Harmonization of Business Practices by Per Cent of Countries



D. Common United Nations Services Centre

Question 7: Did the UNCT develop a plan for the establishment of a common UN service centre?

Table D.1: Plan for the Establishment of a Common UN Service Centre by Number of Countries

Answer Options	Response In %	Response Count
Yes	7.2	8
No	92.8	103
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Question 8: Did the UNCT establish a common UN service centre for the provision of business operations services?

(Comment: Please note that this does not refer to services provided by UNDP at cost through their universal price list.)

Table D.2: Common UN Service Centres by Number of Countries

Answer Options	Response In %	Response Count
Yes	4.5	5
No	95.5	106
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Question 9: Which functional areas are covered by the common UN service centre?

(Skip logic: This question was directed only to respondents who answered “yes” to question 8.)

Table D.3: Functional Areas Covered by the Common UN Service Centre by Number of Countries

Answer Options	Response In %	Response Count
N/A	0.0	0
Procurement	0.0	0
Human Resources	0.0	0
Finance	20.0	1
Administration	20.0	1
ICT	80.0	4
Other*	40.0	2
<i>Answered Question</i>		5
<i>Skipped Question</i>		104

*Other: Facilities and Common UN Contract Management (1 Respondent)
Interagency Telecommunication Services (1 Respondent)

According to the information provided in table D.2, five out of 111 responding OMTs reported to have established a common UN service centre, corresponding to 4.5% of all countries. Table D.3 reveals, which functional areas are covered by at least one of the established service centres, namely finance, administration, ICT and facilities and common UN contract management. While each of the mentioned functional areas have been checked once, four of the five countries reported that the provision of ICT services is done through a common UN service centre.

Table D.4 below shows, which of the agencies are receiving services by the common UN service centres as reported by the countries. From altogether 24 checked agencies, eight agencies are clients to only one, eight agencies are client to two, and two agencies are clients to three of the reported service centres. As a result and according to the data provided by the respective countries, six agencies receive services from more than three of the reported service centres. According to the data provided, UNDP, UNFPA, UNICEF, UN Women, WFP and WHO receive services from four service centres.

While the reported data in table D.3 and D.4 provide a general overview of the answers from those countries that have answered “yes” to question eight, a further disaggregation of data by country provides more detailed information about the reported common UN service centres. Table D.5 below shows the results of looking at each of the five countries in terms of their answers to the services provided, the number of client agencies and if they possibly have established common UN service centres as part of existing common premises.

Question 10: Which of the following agencies are receiving services from the common UN service centre?

(Skip logic: This question was directed only to respondents who answered “yes” to question 8.)

Table D.4: Services Provided to Agencies by Number of Common UN Service Centres

UN Agencies	Response in %	Response count
ECA	0.0	0
ECE	0.0	0
ECLAC	0.0	0
ESCAP	0.0	0
ESCWA	0.0	0
FAO	40.0	2
IAEA	20.0	1
ICAO	20.0	1
IFAD	0.0	0
ILO	40.0	2
IOM	20.0	1
IMO	0.0	0
IMF	20.0	1
OCHA	60.0	3
OHCHR	0.0	0
UNAIDS	60.0	3
UNCDF	20.0	1
UNCTAD	20.0	1
UNDESA	0.0	0
UNDP	80.0	4
UNESCO	40.0	2
UNEP	20.0	1
UNFPA	80.0	4
UNHCR	40.0	2
UN-HABITAT	40.0	2
UNICEF	80.0	4
UNIDO	40.0	2
UNODC	0.0	0
UNOPS	40.0	2
UNRWA	0.0	0
UNV	40.0	2
UN Women	80.0	4
UNWTO	0.0	0
WFP	80.0	4
WHO	80.0	4
World Bank	20.0	1
Other	0.0	0
Answered Question		5
Skipped Question		104

Table D.5: Functional Areas Covered per Reported Common UN Service Centre

No.	Functional Areas Covered					No. of Client Agencies	Common Premises	
	Proc.	Finance	HR	Admin.	ICT		Yes/No	No./Agencies
1*						9	No	-
2						4	No	-
3						16	No	-
4						10	Yes	8
5						13	Yes	10

*The responding OMT falsely labelled payroll administration of UNDP as per their Universal Price List as provision of services through an established common UN service centre.

Table D.5 summarizes the responses of each of the five countries (row one through five) and provides information about the functional areas covered, the number of client agencies and if the country has established common premises. The information in the table shows that two of the countries provide services through a service centre based on existing common premises. Services are almost entirely limited to the provision of ICT related services and are connected to the set up of a common internet provision for either existing common premises or other participating agencies.

One country reported to provide services in the area of finance to nine client agencies through a service centre. However, the analysis and filtering of the provided information and cross-checking with other questions revealed that the country has labelled the payroll administration of UNDP for other agencies as per their Universal Price List as services provided through a common UN service centre. The same country has answered to question three above that in the area of finance, services are provided by agency-owned departments and a lead agency for payroll administration with reference to UNDP.

Overall, the detailed information shows that in none of the 111 responding countries a common UN service centre has been established, where agencies have successfully outsourced some of their business operations support functions, other than the provision of a number of ICT services with a focus on common internet provision.

E. Procurement Cooperation

Question 11: Which of the following harmonized business operations practices in the functional area of procurement have been established in your country?

Table E.1: Harmonized Business Practices in Procurement by Number of Countries

Answer Options	Yes	No	Rating count
Common Long-term Agreements	82.0% (91)	18.0% (20)	111
Common Procurement Web Portal	11.9% (12)	88.1% (89)	101
Common Vendor Data Base	23.8% (24)	76.2% (77)	101
Common Consultant Roster	16.0% (16)	84.0% (84)	100
Harmonized Procurement Process	19.4% (20)	80.6% (83)	103
Common Procurement Review Committee	23.1% (24)	76.9% (80)	104
<i>Answered Question</i>			111
<i>Skipped Question</i>			0

Question 12: Are members of the UNCT authorized to enter into long-term agreements without further approval requirements through their regional bureaus or headquarters?

Table E.2: Authorization Level of UNCT Members by Number of Countries

Answer Options	Response In %	Response Count
All UNCT members are authorized regardless of the contract amount and contents	1.8	2
UNCT members have different levels of authorization depending on the contract amount	50.5	56
UNCT members have different levels of authorization depending on the contents of the contract	18.0	20
All UNCT members have to submit long-term agreements for review and approval	9.0	10
Don't know	20.7	23
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Table E.2 illustrates the authorization levels of UNCT members to enter into long-term agreements. The ability to establish common long-term agreements with service providers and other vendors has been described as one of the most important elements of a successful harmonization of business operations at the country level. Long turnaround times for participating agencies due to different regulations and rules and authorization levels of individual agency representatives often delay or hinder the establishment of common long-term agreements and, therefore, the implementation of common

services. As table E.2 illustrates, the majority of countries responded that UNCT members have different levels of authorization depending on the amount (50.5%) and the contents (18.0%) of the contract. The challenges as pointed out in the table E.2 above regarding the level of authorization of UNCT members is likely to have an impact on the relatively low number of established common services that are based on effective common long-term agreements.

While it remains challenging for UNCTs to arrive to common long-term agreements, the majority of country teams seem to successfully utilize standardized inter-agency agreements regulating the management of common services and long-term agreements with third parties. According to the answers of all respondents and as illustrated in table E.3 below, 55.9% of all UNCTs utilize standardized inter-agency agreements. This result is confirmed by the information in table E.4 and graph C.1 above, which show the amount of inter-agency agreements relative to the number and kind of established common services. While a majority of countries has reported to have common services in place without the existence of valid inter-agency agreements, most of the countries have established at least one inter-agency agreement.

Question 13: Does your UNCT utilize standardized inter-agency agreements to regulate the management of common services and long-term agreements with third parties?

Table E.3: UNCT Utilization of Standardized Inter-agency Agreements by Number of Countries

Answer Options	Response In %	Response Count
Yes	55.9	62
No	44.1	49
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Question 14: In your country, can all agencies utilize existing (agency-owned or common) long-term agreements with external service providers?

Table E.4: Utilization of Existing Long-term Agreements by all Agencies by Number of Countries

Answer Options	Response In %	Response Count
Yes	70.3	78
No	29.7	33
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Question 15: What are the reasons preventing agencies to utilize existing long-term agreements with external service providers?

(Skip logic: This question was directed only to respondents who answered “no” to question 14.)

Table E.5: Reasons for Preventing the Use of Existing Long-term Agreements by Number of Countries

Answer Options	Response In %	Response Count
Agencies continue to establish agency-specific long-term agreements	72.7	24
Agencies do not permit other agencies to utilize their long-term agreements	15.2	5
Long-term agreements are not in line with the policies and procedures of all agencies	39.4	13
Agencies do not agree to service provisions in existing long-term agreements	18.2	6
External service providers refuse to include other agencies into an existing long-term agreement	9.1	3
<i>Answered Question</i>		33
<i>Skipped Question</i>		78

Question 16: In your country, what percentage of the UN financed procurement volume is done by the government?

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

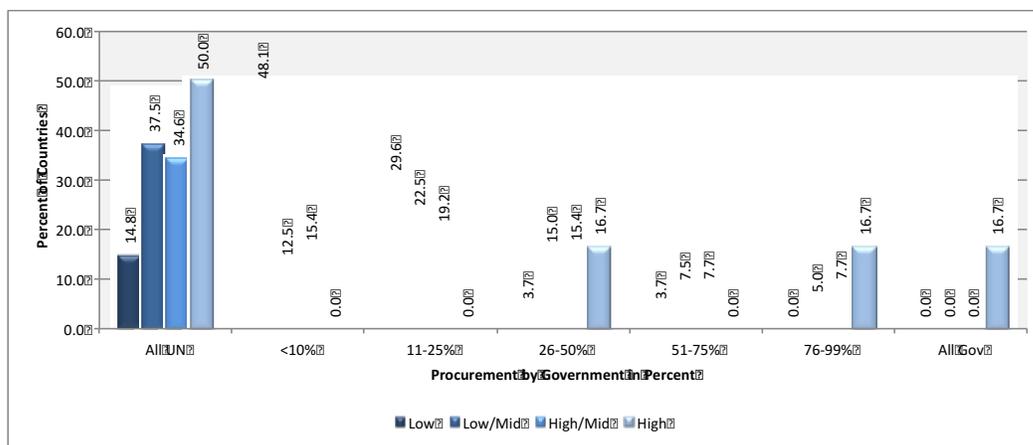
Table E.6: Percentage of UN Financed Procurement done by the Government by Number of Countries

Answer Options	Response In %	Response Count
All procurement is carried out by the UN	31.3	31
< 10%	22.2	22
10-25%	22.2	22
26-50%	12.1	12
51-75%	6.1	6
76-99%	5.1	5
All procurement is carried out by the government	1.0	1
<i>Answered Question</i>		99
<i>Skipped Question</i>		12

Table E.6 shows that most of the UN-financed procurement is carried out by UN agencies. According to the responses received, in 33.1% of all responding countries all procurement and in 22.2% of all responding countries more than 90% of procurement is carried out by UN agencies. According to the respondents, in 12.2% of all countries, the Government carries out 50% or more of all UN-financed procurement.

Graph E.1 shows the correlation between the income level of countries and the per cent of Government and UN carried out procurement. While the data does not allow for a clear interpretation, there is a distinct trend that the programme countries' level of income is positively related to an increase in Government procurement. For instance, in 33.4% of high-income countries, the Government is carrying out 76 or more per cent of the UN-financed procurement volume. In 92.5% of low-income countries the UN carries out 75 or more per cent of the procurement.

Graph E.1: Percentage of UN-financed Procurement done by Government by Income Level

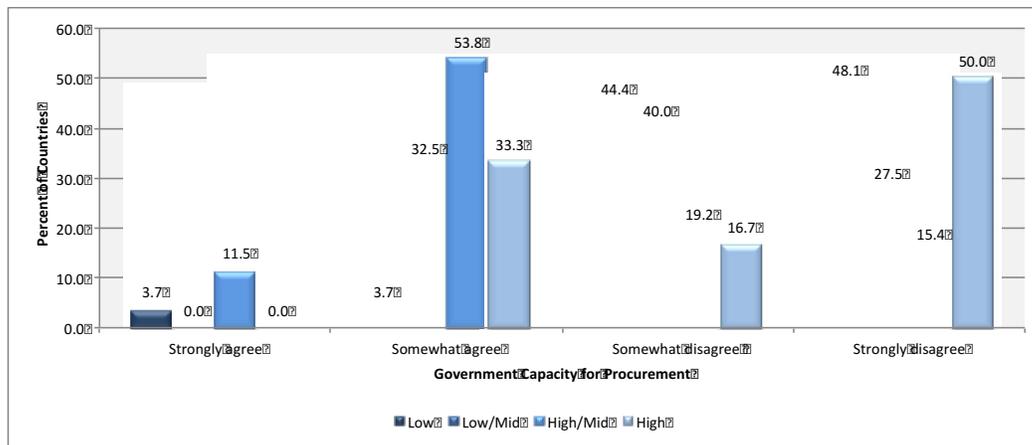


Question 17: To what extent would you agree that the Government has the capacity to assume more responsibility for procurement in UN-funded programmes and projects?

Table E.7: Perception of Government Capacity for Procurement in UN-funded Programmes and Projects

Answer Options	Response In %	Response Count
Strongly agree	4.0	4
Somewhat agree	30.3	30
Somewhat disagree	34.3	34
Strongly disagree	31.3	31
Answered Question		99
Skipped Question		12

Graph E.2: Perception of Government Capacity for Procurement by Income Level



According to table E.7 above, 65.6% of 99 responding countries either ‘strongly disagreed’ or ‘somewhat disagreed’ that the Government in their country has the capacity to assume more responsibility for procurement in UN-funded programmes and projects. Graph E.2 illustrates the possible correlation between the programme countries’ income level and the perception of Government procurement capacity. Interestingly, there is no clear trend that would suggest that OMTs would have an increasing level of trust in Government procurement capacities alongside an increasing income level.

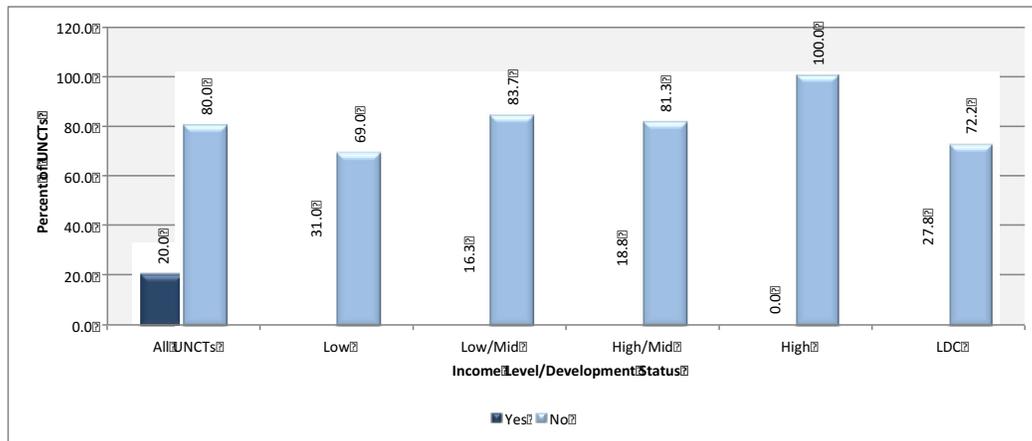
While 65.3% of all respondents ‘strongly’ or ‘somewhat agree’ that Governments of programme countries in the *high/mid* income category have the capacity to assume more procurement responsibility, 66.7% of all respondents ‘somewhat’ or ‘strongly disagree’ that Governments of programme countries in the *high* income category have this capacity. However, there is one clear trend for programme countries in the *low* income category. Only 7.4% of all respondents either ‘strongly’ or ‘somewhat agree’ that countries of this category have the capacity to assume more responsibility for UN-financed procurement.

Question 18: Has the UNCT established a strategy to strengthen Government procurement capacities?

Table E.8: UNCT Strategy to Strengthen Government Procurement Capacities by Number of Countries

Answer Options	Response In %	Response Count
Yes	20.0	22
No	80.0	88
Answered Question		110
Skipped Question		1

Graph E.3: UNCT Strategy for Government Procurement Capacities by Income Level



According to the answers to question 18 and as reflected in table E.8, only 20.0% (22) out of 110 responding countries have established a strategy to strengthen Government procurement capacities. With an existing small percentage of programme countries that carry out at least a part of UN-financed procurement, there seems to be a window of opportunity for country teams to increase their engagement in supporting the development of procurement capacities for programme country Governments. Graph E.3 shows that there is a trend that more UNCTs have established capacity building strategies in *low* income and least developed countries (LDCs). For instance, 31.0% of UNCTs in *low* income countries and 27.8% of UNCTs in LDCs have established a strategy to strengthen Government procurement capacities. None of the UNCTs in *high* income countries and only 18.8% of the UNCTs in *high/mid* income countries have established such a strategy.

F. Common Premises

Question 19: Did the UNCT undertake a feasibility study for establishing common premises, which has been reviewed by the Task Team of Common Premises (TTCP) at headquarters level?

Table F.1: Common Premises Feasibility Study by Number of Countries

Answer Options	Response In %	Response Count
Yes	45.0	50
No	55.0	61
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Question 20: Did the UN system in your country establish common premises?

Table F.2: Established Common Premises by Number of Countries

Answer Options	Response In %	Response Count
Yes	66.7	74
No	33.3	37
<i>Answered Question</i>		111
<i>Skipped Question</i>		0

Comment: One OMT answered that it established common premises, however further commented that common premises will be finalized by the end of 2013. Therefore, the country is not taken into account in the analysis in graph F.1 below. This limits the number of common premises in graph F.1 to 73.

According to 111 responding OMTs, 45.0% (50) of the UNCTs have undertaken a feasibility study and 55.0% (61) have not undertaken such a study for establishing common premises in their country. However, 66.7% (74) of all OMTs answered that the UN system in their country has established common premises versus 33.3% (37) that confirmed that they have not established common premises. In accordance with the UNDG Task Team of Common Premises (TTCP), the establishment of common premises needs to be done on the basis of a feasibility study that has been reviewed and approved by the TTCP. The answers to question 19 and 20 suggest that a significantly higher number of common premises have been established than feasibility studies conducted and reviewed by the TTCP.

The further disaggregation of data shows the correlation between conducted feasibility studies and established common premises in greater detail. Figure F.1 illustrates that not all countries that have

conducted a TTCP-reviewed feasibility study have established common premises. At the same time, many OMTs reported to have established common premises without any prior involvement of the TTCP at headquarters level.

Figure F.1: Correlation Between TTCP Reviewed Feasibility Studies and Established Common Premises

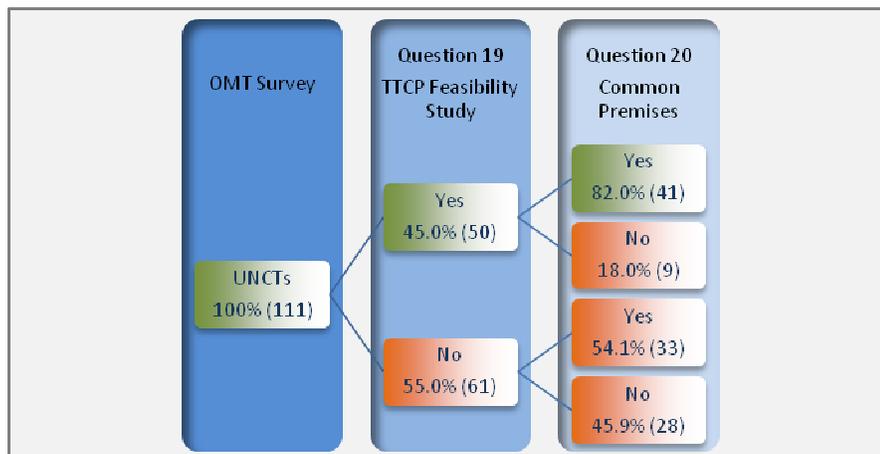


Figure F.1 shows that from 111 responding countries, 41 UNCTs have established common premises and conducted a feasibility study, which has been reviewed by the TTCP at headquarters level. This equals 82.0% of those countries that have undertaken such a feasibility study. Eighteen per cent of those UNCTs that have undertaken a feasibility study have not or not yet established common premises. Interestingly, 33 countries reported to have common premises without having engaged with the TTCP to conduct a feasibility study. This equals 54.1% of those countries that have not undertaken a feasibility study for the purpose of receiving TTCP approval.

The data suggests that a significant number of countries refer to the term ‘common premises’ to describe any kind of agency co-location, including the provision of office space to small resident or non-resident agencies by larger resident agencies. Table F.3 below shows in detail the overall common premises occupation by UN agency in those 74 countries that have established common premises. For instance, UNDP co-locates in 94.6% (70) of all common premises. UNFPA co-locates in 82.4% (61), UNICEF in 56.8% (42), and WFP in 25.7% (19) of all common premises. Many smaller agencies co-locate with UNDP, including UNV (43.2%, 32 countries), UNAIDS (48.6%, 36 countries) and UN Women (32.4%, 24 countries).

Graph F.1 below illustrates the correlation between the country team size and the number of agencies that co-locate in common premises. It shows that the number of agencies co-locating in common premises is always significantly smaller than the number of agencies participating in the UNCT of the same country.

Question 21: Which of the following agencies co-locate in the established common premises?

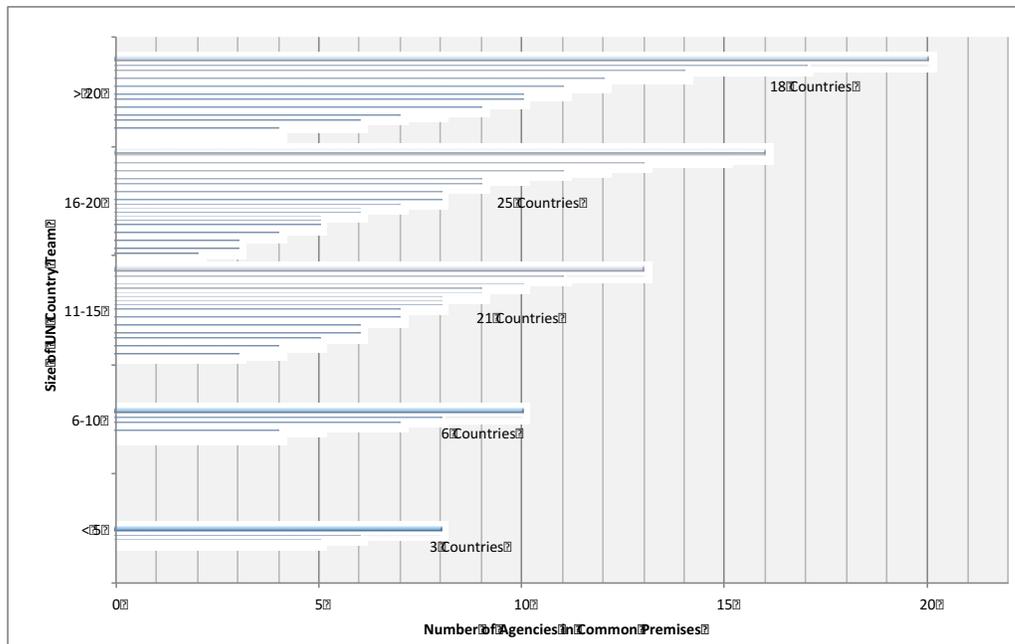
(Skip logic: This question was directed only to respondents who answered “yes” to question 20.)

Table F.3: Common Premises Occupation by UN Agency

UN Agencies	Response in %	Response count
ECA	4.1	3
ECE	0.0	0
ECLAC	0.0	0
ESCAP	1.4	1
ESCWA	1.4	1
FAO	24.3	18
IAEA	0.0	0
ICAO	2.7	2
IFAD	12.2	9
ILO	29.7	22
IOM	10.8	8
IMO	1.4	1
IMF	4.1	3
OCHA	33.8	25
OHCHR	20.3	15
UNAIDS	48.6	36
UNCDF	6.8	5
UNCTAD	2.7	2
UNDESA	1.4	1
UNDP	94.6	70
UNESCO	18.9	14
UNEP	10.8	8
UNFPA	82.4	61
UNHCR	25.7	19
UN-HABITAT	23.0	17
UNICEF	56.8	42
UNIDO	24.3	18
UNODC	21.6	16
UNOPS	16.2	12
UNRWA	0.0	0
UNV	43.2	32
UN Women	32.4	24
UNWTO	0.0	0
WFP	25.7	19
WHO	37.8	28
World Bank	8.1	6
Other*	35.1	26
Answered Question		74
Skipped Question		37

*Other: UNDSS, ITU, DPA, UNIC, UNORCID, UNON, UNSOA, UNDT, Secretariat Offices, Ombudsman, UNU, UNIAP, UNDPI, UNISDR, UNLIREC, UNAMA

Graph F.1: Size of UN Country Teams versus Number of Agencies in Common Premises



Graph F.1 illustrates the correlation between the size of those UN country teams that have established common premises and the number of agencies co-locating in the common premises. UN country teams are presented in five different groups in line with the classification in table B.7 above. According to the responding OMTs, out of the 73 countries that have established common premises, 18 countries have UNCTs that exceed 20 members, 25 countries have UNCTs between 16 and 20 members, 21 countries have UNCTs between 11 and 15 members, six countries have UNCTs between six and ten members, and three countries have UNCTs with less than five members.

The graph shows that in none of the countries all members of the UNCT co-locate in common premises and that there is no clear correlation between the size of a UN country team and the number of agencies co-locating in common premises. However, in about 50% of the countries, at least half of the UNCT joins established common premises.

With 73 countries having a varying number of agencies co-locating in the same premises, it is interesting to determine, how the provision of business operations services is managed as part of the co-location. It appears that the physical co-location of agencies in common premises would make it feasible to harmonize business operations functions and the establishment of common services. Table F.4 below shows how the provision of operations services is managed as part of the co-location in common premises.

Question 22: How is the provision of 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.

(Skip logic: This question was directed only to respondents who answered “yes” to question 20.

Comment: Please note that in order to provide the most accurate interpretation of data, percentages in the table are derived from the number of countries that answered the question (73) and not the rating count per answer option/row.)

Table F.4: Management of Business Operations Services in Common Premises

Answer Options	Procurement	Human Resources	Finance	Administration	ICT	Rating count
Services are provided through separate agency-specific units	80.8% (59)	72.6% (53)	71.2% (52)	63.0% (46)	58.9% (43)	61
Operations staff from different agencies share common office space	6.8% (5)	6.8% (5)	8.2% (6)	8.2% (6)	5.5% (4)	7
Services are provided under the management of one lead agency	32.9% (24)	26.0% (19)	31.5% (23)	39.7% (29)	39.7% (29)	45
Services are provided through a common UN service centre	1.3% (1)	1.3% (1)	1.3% (1)	5.5% (4)	8.2% (6)	7
Services have been partly outsourced to external service providers	2.7% (2)	1.3% (1)	0.0% (0)	15.0% (11)	9.6% (7)	18
Services have been fully outsourced to external service providers	1.3% (1)	1.3% (1)	1.3% (1)	2.7% (2)	6.8% (5)	8
<i>Answered Question</i>						73
<i>Skipped Question</i>						38

Table F.4 shows how the provision of operations services is managed as part of the co-location in common premises. The results illustrate that most of the services continue to be provided through separate agency-specific units. This means that, despite physical co-location, agencies keep their own departments in all areas of business operations. For instance, 80.8% (59) of all respondents answered that procurement continues to be managed through separate agency-specific units. In 32.9% (24) of all cases, procurement services are provided under the management of a lead agency. This includes services provided by UNDP as per their Universal Price List, therefore, does not mean that UNCTs have selected a lead agency to procure as part of established common services.