Report
on QCPR Monitoring Survey
of Operations Management Teams in 2015

Final Report
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A. Introduction

The global annual 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 2015 survey is the third OMT survey that collected data from OMTs on the progress made in the area of operational support services since the adoption of the QCPR resolution.

The survey targeted all UN country teams and was designed for OMTs, which are dedicated to managing and supporting business operations support services at the country level. The survey aimed to collect standardized information about the status and progress made in the simplification and harmonization of business practices. This includes the implementation of the UN Business Operations Strategy (BOS), the establishment of common services in all functional areas of business operations, the management of procurement services at the country level and the implementation of common premises. The collected data serves to support the analysis of progress made in line with the QCPR process and 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 questionnaire was designed to enable all OMTs to complete the survey without the need to provide additional data or engage 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 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. Procurement Cooperation
d. Common Premises

The results of the survey are presented below, question-by-question. With the exception of optional comments, all questions in this survey were set as 'mandatory' and required the selection of answers to move to the next set of questions. Not all questions were asked of all respondents, but served as mandatory follow-up question based on the respondent's answers and created a custom path through the survey (skip logic).

Unless otherwise stated, all tables, graphs and survey data presented in this report are sourced from the 2013, 2014 and the 2015 Survey of Operations Management Teams.

B. Survey Participation

The 2015 global survey of Operations Management Teams (OMTs) was conducted between June 15 and August 14, 2015 and achieved a response rate of 92% (119 countries and territories). After a relatively low response rate of about 65% (84 countries) in 2014, the survey achieved the highest response rate since its implementation in 2012. With three years of comparable data, the survey results will allow for a trend analysis reflecting the progress made at the country level since the QCPR resolution in 2012.

Table I: Survey Response Rate 2013-2015

Year	Completed responses
2015	92% (119)
2014	65% (84)
2013	86% (111)

Table II: Survey Response Rate by Region

Regions	Number of programme countries and territories	Number of OMTs/ region	Number of responses	Response/ region in %	Region/ total survey responses %
Asia and Pacific	36	24	23	96	19
Europe and Commonwealth of Independent States	18	18	18	100	15
Latin America and the Caribbean	33	25	25	100	21
Africa – Eastern and Southern	20	20	20	100	17
Africa – Western and Central	26	25	18	72	15
Arab States	18	18	15	83	13
Total	151	130	119	-	100

The survey response rate disaggregated by regions shows a 100 per cent response rate from three out of the six regions. With a response rate of 96 per cent for Asia and Pacific, 83 per cent for Arab States and 72 per cent for Western and Central Africa, all regions still have a very high and representative response rate for the overall survey. The above table also illustrates that not all UN country teams in Programme Countries have established OMTs as part of their management structure. This is particularly the case for Asia and Pacific, where out of 36 Programme Countries, 24 OMTs have been established.

Table III: Survey Response Rate by "Delivering as One" (DaO) status

DaO Status	Number of programme countries and territories	Number of responses	Response/ DaO status in %	DaO status/ total survey responses in %
"Delivering as One" starting 2006-2012	33	30	91	25
"Delivering as One" starting 2013-2015[1]	17	14	82	12
Non-DaO	101	75	74	63
Total	151	119	-	100

The distinction between DaO and non-DaO countries allows for analysing the impact of the DaO approach towards progress made in the simplification and harmonization of business practices. To ensure that the data reflects an accurate picture of the progress made under DaO, the data about the DaO status has been further disaggregated by countries that joined between 2006 and 2012 and countries that joined between 2013 and 2015. From the 119 responses received, 30 stated that they have joined DaO between 2006 and 2012 and 14 stated that they have joined DaO between 2013 and 2015. Seventy-five OMTs informed that their country does not implement the DaO approach.

Table IV: Survey Response Rate by World Bank Income Group Ranking

Income Group	Number of programme countries and territories	Number of responses	Responses/ income group in %	Income group/ total survey responses in %
Low Income	35	30	88	25
Low Middle Income	51	41	82	34
Middle High Income	52	40	77	34
High Income	13	8	62	7
Total	151	119	-	100

As the disaggregation of responses by income groups shows, the participation rates reflect the worldwide distribution of countries in terms of their income status. While about 25% of all responding OMTs stated that they are operating in a low-income country, 68% of all respondents stated that they are in a middle-income country. Seven per cent of all answers were received from high-income countries.

Table V: Survey Response Rate by Least Developed Country Status

Least Developed Country Status	Number of programme countries and territories	Number of responses	Responses/ country status in %	Country status/ total survey responses in %
Yes	48	39	81	33
No	101	80	78	67
Total	151	119	-	100

[1] As of September 2015

Compared to about 25% of low-income countries, 33% of all responding OMTs reside in countries with a least developed country status. Overall, the disaggregation of data by region, World Bank income group ranking and least developed country status serves to provide information about the distribution of responding countries compared to all countries and the possible impact on specific questions in the survey. The results show that the distribution of responding countries is comparable to all countries in the six regions. The reason lies in the very high response rate of over 92%.

<u>Question 1:</u> 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 VI: Percentage of 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)	Response count
ECA	2	6	92	119
ECE	0	6	94	119
ECLAC	6	4	90	119
ESCAP	4	5	91	119
ESCWA	1	3	96	119
FAO	80	14	6	119
IAEA	0	27	73	119
ICAO	9	5	86	119
IFAD	22	25	53	119
ILO	46	39	15	119
IOM	62	21	17	119
IMO	4	3	93	119
IMF	51	6	43	119
OCHA	30	26	44	119
OHCHR	35	35	30	119
UNAIDS	61	19	20	119
UNCDF	6	17	77	119
UNCTAD	0	26	74	119
UNDESA	0	9	91	119
UNDP	98	0	2	119
UNESCO	47	43	10	119
UNEP	16	41	43	119
UNFPA	90	4	6	119
UNHCR	70	15	15	119
UN-HABITAT	24	24	52	119
UNICEF	95	3	2	119
UNIDO	31	35	34	119
UNODC	34	32	34	119
UNOPS	34	20	46	119
UNRWA	4	2	94	119

UNV	41	21	38	119
UN Women	53	24	24	119
UNWTO	0	6	94	119
WFP	66	5	29	119
WHO	95	0	5	119
World Bank	71	6	23	119
Answered Question				119
Skipped Question				0

C. Consolidation of Support Services

1. Business Operation Strategy (BOS)

<u>Question 2:</u> Did the UNCT establish a UN Business Operations Strategy (BOS)?

(The Business Operations Strategy is a joint 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.)

Table VII: Number of UNCTs that have established a UN Business Operations Strategy:

Answer Options	Response in %	Response Count
Yes	24	29
No	76	90
Answered Question		119
Skipped Question		0

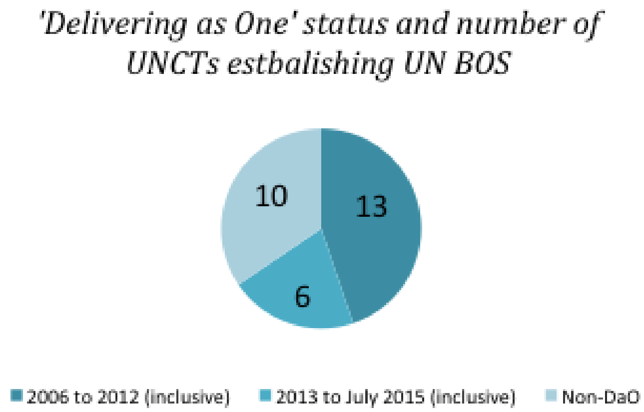
<u>Question 3:</u> Has the UNCT decided to develop and establish a UN Business Operations Strategy in the future?

Skip logic: This question was asked only of those respondents, who answered “no” to question 2.

Table VIII: Number of UNCTs that have decided to develop and establish a UN Business Operations Strategy in the future

Answer Options	Response in %	Response Count
Yes	50	59
No	26	31
Answered Question		90
Skipped Question		29

After UNDG has launched the Business Operations Strategy[2] as part of their Standard Operations Procedures (SOP), this survey included several questions on the topic to provide for data on the participation rates and barriers to implementation at country level.



According to the results of the survey, 24% (29) of all responding OMTs confirmed that their UNCT has established a BOS. While 76% (90) stated that their UNCT has not established a BOS, 65% (59) of those respondents confirmed that their UNCT has decided to develop a BOS in the future. As a result, almost 74% (88) of all responding OMTs stated that their UNCT has either established or decided to establish the BOS. The results indicate that the concept of the BOS as part of the SOPs has been successfully communicated to UNCTs worldwide, regardless of their DaO status.

From the 29 OMTs that have reported that their UNCT has established the BOS, ten countries are not applying the DaO approach. Thirteen countries belong to the group of DaO countries that started the approach between 2006 and 2012 and six countries belong to the group that started the DaO approach between 2013 and 2015. While the majority of UNCTs establishing the BOS are also applying the DaO approach, the BOS as an independent framework to increase efficiencies and effectiveness of operations services seems to appeal to countries that have not established the DaO approach.

***Question 4:* Please explain why your UNCT has not established or decided to develop a UN Business Operations Strategy.**

Skip logic: This question was asked only of those respondents, who answered "no" to question 3.

Out of 31 respondents, 28 provided comments to this question. Fourteen OMTs stated that the development and implementation of the BOS is not yet on the agenda of the UNCT. Out of these answers, four respondents explained that it is planned to discuss the development of a BOS with the design of the next UNDAF. Two respondents pointed out that their UNCT has not engaged in the BOS, because it would prioritize the establishment of common premises. Three OMTs stated out that different regulations and rules would challenge the establishment of the BOS. A number of respondents stated that the establishment of the BOS is considered and would be discussed with the preparation of the next UNDAF in 2016. Individual responses also included that there would be a lack of agency, headquarter and

[2] UNDG defined the BOS as 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.

DOCO support, that the country would be in a crisis situation, and that the OMT would not be aware of the reasons why the BOS has not been considered in their country.

Please find a list of selected answers in the annex of this report.

<u>Question 5:</u> What were the main challenges when developing and establishing a UN Business Operations Strategy?

Skip logic: This question was asked only of those respondents, who answered "yes" to question 2.

OMTs of those 29 countries that have established the BOS were asked to select from a menu of choices the main challenges when developing and establishing the BOS. The three top choices were 'conducting cost benefit analysis' and 'lack of financial resources' with each 59% (17) and 'lack of agency commitment' with 45% (13) of the responding OMTs. The table below summarizes the results:

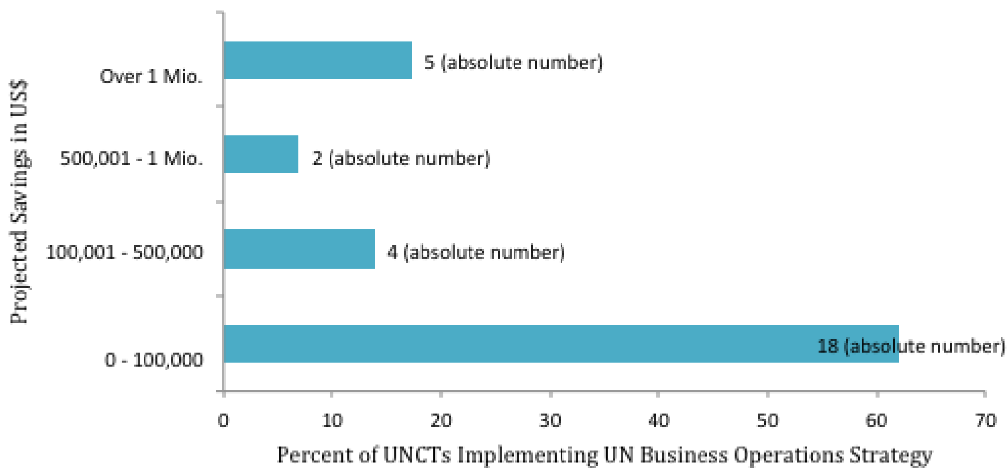
Table IX: Main challenges when developing and establishing a UN Business Operations Strategy

Answer Options	Response In %	Response Count
Lack of agency commitment	45	13
Lack of UNCT support and guidance	7	2
Lack of RC support and guidance	0	0
Lack of support and guidance from agency headquarters	24	7
Lack of support and guidance from DOCO	3	1
Lack of financial resources	59	17
Lack of OMT capacity	34	10
Lack of OMT member commitment	17	5
Lack of delegated authority to OMT members	17	5
Conducting baseline and needs analyses	38	11
Conducting cost benefit analyses	59	17
Developing a results framework	31	9
Developing a monitoring and evaluation framework	34	10
Developing OMT work plans	14	4
Other	17	5
	Answered Question	29 (24%)
	Skipped Question	0

The results indicate that OMTs still lack the financial and technical capacity to successfully establish the BOS. While individual agencies are not perceived to be very supportive in the planning and implementation process by almost half of the respective OMTs, UNCTs and RCs seem to support the process of establishing the BOS once the decision in favour of such a strategy has been made. While seven countries selected the lack of support and guidance from agency headquarters, the support through inter-agency bodies seems to have been perceived as a positive experience during the development and establishment of the BOS. For instance, the UNDG Development Cooperations Coordination Office (DOCO) was only selected by one responding OMT.

<u>Question 6:</u> What are the projected savings under your UN Business Operations Strategy in US$?
Skip logic: This question was asked only of those respondents, who answered "yes" to question 2.

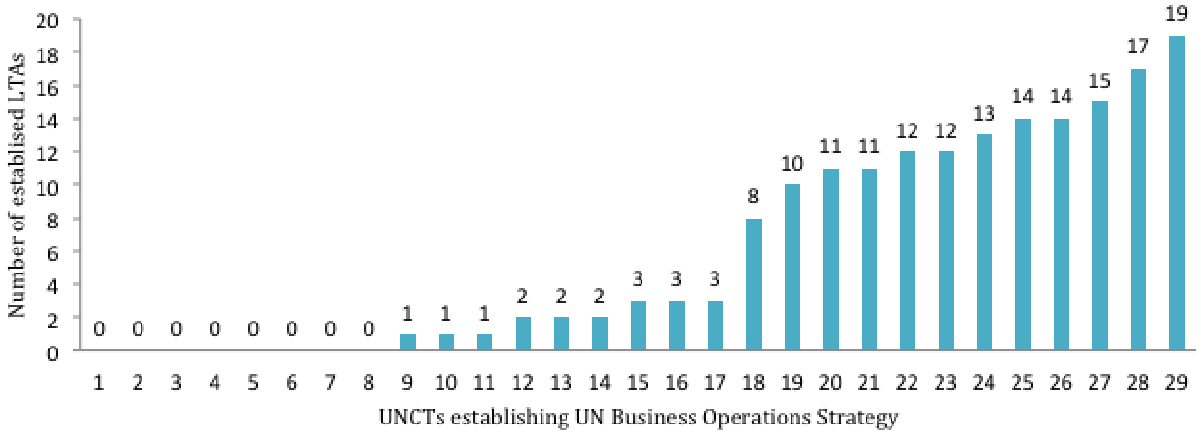
Graph I: Projected savings under the UN business operations strategy in US$



Of those UNCTs that have established the BOS, 17% (5) expect to realize overall savings over US$1 million as a result of the implementation. Seven per cent (2) expect savings between US$501,000 and 1 million, 14% between US$101,000 and 500,000 and the majority of 62% (18) between US$0 and 100,000. A number of comments to this question revealed that it is difficult to predict savings resulting from the harmonization of business practices and, in particular, the implementation of common long-term agreements (LTAs). Oftentimes, baselines and assumptions have not been calculated properly and estimations are to a large extent based on a reduction of staff time. This does not directly translate into financial savings, unless the implementation of the BOS would also lead to a reduction of positions.

Apart from a cost reduction, it appears that the establishment of a BOS results in a number of non-monetary benefits of significance. For instance, the majority of OMTs stated that the BOS leads to a better prioritization of human and financial resource expenditures for common operations (59%/17) and a more consistent approach to common operations (59%/17). Also, the establishment of the BOS would enhance strategic planning (48%/14) and provide for better linkages between programme and operations (48%/17).

Graph II: Number of implemented common long-term agreements in countries establishing UN business operations strategy



The establishment of common LTAs is one of the most important elements of the BOS. Common LTAs often result in price reductions for goods and services and considerably shorten the procurement process and, thus, staff time. Graph II above illustrates the number of common LTAs that have been implemented by those countries that answered that they have established the BOS. Out of 29 countries, to date 17 have implemented three or fewer LTAs. Eight countries have not yet implemented any common LTA. However, ten countries have implemented ten or more common LTAs. When interpreting the data, it is important to note that some of the UNCTs might have only recently started to implement the BOS and that the establishment of common LTAs takes time. Also, the implementation of common LTAs is not limited to the establishment of the BOS. From all 119 responding OMTs and regardless of the implementation of the BOS, 23 OMTs stated that they have implemented ten or more LTAs, corresponding to an overall rate of 19%.

Apart from monetary benefits through the implementation of common services and LTAs, the BOS has considerable non-monetary effects. According to those 29 countries that have established the BOS, 58% responded that the establishment of the BOS led to a better prioritization of human and financial resources expenditures for common operations and a more consistent approach to common operations. Forty-eight per cent stated that the BOS enhanced strategic planning and resulted in better linkages between programme and operations. Table X below summarizes the answer choices of responding OMTs.

Question 7: ***What are the three main non-monetary benefits the UNCT perceives to be realized by the UN Business Operations Strategy?***

Skip logic: This question was asked only of those respondents, who answered "yes" to question 2.

Table X: Main non-monetary benefits of the UN business operations strategy

Answer Options	Response In %	Response Count
Enhanced strategic planning	48	14
Better prioritization of human and financial resources expenditures for common operations	59	17
Enhanced management control of common operations agenda	45	13
Enhance ability to monitor and track impact of common operations	34	10
More consistent approach to common operations	58	17
Better linkages between programme and operations	48	14
Other	7	2
	Answered Question	29
	Skipped Question	0

Implementation of Common Services

Question 8: ***How does the UNCT manage the following functional areas of business operations?***

(Please note that checking multiple boxes in each row is possible for cases where the UNCT uses more than one management option per functional area.)

Table XI: Management of business operation functions

Answer Options	Management through agency-owned departments		Management through a lead agency		Management through a common UN service centre		Response count
	No.	in %	No.	in %	No.	in %	Count
Finance	108	91	30	25	9	8	119
Human Resources	104	87	36	30	10	8	119
Procurement	99	83	42	35	14	12	119
ICT	99	83	36	30	19	16	119
Admin. Services	98	82	35	29	22	18	119
Answered Question							119
Skipped Question							0

Table XI illustrates how UNCTs manage the different functional areas of business operations in their country. OMTs were able to select more than one answer per functional area, because different management options can be prevalent in the same programme country. According to the respondents, the vast majority of UN country teams manage business operations functions through agency-owned departments. For instance, according to 87%

of all responding OMTs, the human resources function is carried out by agencies through their own departments. At the same time, 30% 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 (UPL).

A relatively high number of OMTs stated that business operations functions are also carried out through a common UN service centre in their country. Out of 119 responding OMTs, 18% stated that administrative services and 16% that ICT services are also carried out through a common UN service centre in their country. As in 2014, the results reveal that the answers as reflected in table XI have to be interpreted carefully. Most OMTs that have selected the option of service provision through a common UN service centre refer to services provided by UNDP as per their UPL to other resident or non-resident agencies.

According to the responding OMTs, virtually all UN entities still use separate agency-owned departments to manage their support services. This applies to all areas, namely finance, human resources, procurement, ICT and other administrative services. At the same time, many respondents confirmed that also lead agencies provide support services on other agencies' behalf. Compared to the surveys from previous years, there is a slight trend towards the increasing use of the lead agency model for the areas of human resources and ICT. Again, this refers mostly to UNDP, which manages human resources and other functions for other resident and non-resident agencies in the country as per their UPL.

Question 9: *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.)*

Table XII: Common Services by Number of Countries

No.	Answer Options	Yes		No		Response count
		No.	in %	No.	in %	Sum
1	Medical Services	66	55	53	45	119
2	Security Services	99	83	20	17	119
3	Protocol Services	7	6	112	94	119
4	Insurances (Assets)	8	7	111	93	119
5	Insurances (Facilities)	13	11	106	89	119
6	Travel Services	86	72	33	28	119
7	Cleaning Services	64	54	55	46	119
8	Vehicle Purchase	7	6	112	94	119
9	Transportation (Car/Bus Rental)	21	18	98	82	119
10	Fleet Management	6	5	113	95	119
11	Vehicle Maintenance	23	19	96	81	119
12	Fuel Services	39	33	80	66	119
13	Newspaper Advertisement	11	9	108	91	119
14	Courier Services	48	40	71	60	119
15	Freight Forwarding	21	18	98	82	119
16	Conference Facilities	39	33	80	67	119
17	Catering Services	31	26	88	74	119
18	Event Management	16	13	103	87	119
19	Translation Services	22	18	97	82	119
20	Interpretation Services	20	17	99	83	119
21	Editing Services	13	11	106	89	119
22	Stationary Provision	35	29	84	71	119
23	Printing Services	22	18	97	82	119
24	Legal Services	8	7	111	93	119
25	Telephone Land Line Provision	41	34	78	66	119
26	Mobile Phone Provision	40	34	79	66	119
27	Common Internet Provider	56	47	63	53	119
28	Common Server Space	28	24	91	76	119
29	Common ICT Help Desk	33	28	86	72	119
30	Common Wireless Connectivity	31	26	88	74	119
31	Common Internet Back-up Solution	29	24	90	76	119
32	IT Maintenance Services	19	16	100	84	119
33	Common Vendor for ICT Hardware	9	8	110	92	119
34	Common Vendor for ICT Software	8	7	111	93	119
Answered Question						119
Skipped Question						0

Question 10: *Please check the steps that have been taken to establish the following support services as common services*
(Please select all that apply.)

Table XIII: 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		Res-ponse count
		No.	in %	No.	in %	No.	in %	No.	in %	Sum
1	Medical Services	48	41	13	11	10	9	57	49	117
2	Security Services	60	51	46	39	17	14	18	15	118
3	Protocol Services	3	3	2	2	0	0	114	97	118
4	Insurances (Assets)	5	4	6	5	4	3	105	89	118
5	Insurances (Facilities)	9	8	7	6	3	3	101	86	118
6	Travel Services	32	27	75	63	18	15	20	17	119
7	Cleaning Services	40	33	35	30	9	8	48	41	118
8	Vehicle Purchase	3	3	5	4	2	2	110	93	118
9	Transportation (Car/Bus Rental)	3	3	17	15	4	3	94	80	117
10	Fleet Management	3	3	3	3	2	2	110	93	118
11	Vehicle Maintenance	8	7	14	12	5	4	96	81	118
12	Fuel Services	17	15	27	23	11	9	75	64	117
13	Newspaper Advertisement	4	3	7	6	4	3	106	90	118
14	Courier Services	12	10	29	25	6	5	76	65	117
15	Freight Forwarding	6	5	12	10	2	2	100	85	118
16	Conference Facilities	16	14	22	19	9	8	78	66	118
17	Catering Services	13	11	22	19	10	8	81	69	118
18	Event Management	3	3	16	13	6	5	98	82	119
19	Translation Services	8	7	17	14	1	1	93	79	118
20	Interpretation Services	7	6	15	13	1	1	96	81	118
21	Editing Services	5	4	9	8	3	3	102	87	118
22	Stationary Provision	7	6	30	25	12	10	76	64	118
23	Printing Services	4	3	19	16	3	3	95	81	118
24	Legal Services	3	3	2	2	1	1	112	95	118
25	Telephone Land Line Provision	17	14	19	16	8	7	80	68	118
26	Mobile Phone Provision	12	10	25	21	12	10	77	65	118
27	Common Internet Provider	21	18	27	21	10	8	68	58	118
28	Common Server Space	24	20	6	5	3	3	94	80	118
29	Common ICT Help Desk	24	20	6	5	5	4	86	73	118
30	Common Wireless Connectivity	18	15	13	11	5	4	82	70	117
31	Common Internet Back-up Solution	13	11	11	9	3	3	92	78	118
32	IT Maintenance Services	10	8	7	6	5	4	97	82	118
33	Common Vendor for ICT Hardware	3	3	6	5	3	3	106	91	117
34	Common Vendor for ICT Software	2	2	4	3	3	3	110	93	118
Answered Question										119
Skipped Question										0

According to survey results, most countries have established a number of common services. Similar to the previous OMT surveys, the five leading common services are the provision of security services, travel services, cleaning services, medical services, and courier services. Eighty-three per cent (99) of responding OMTs answered that the provision of security services has been established as a common service in their country. This is followed by travel services with 72% (86), cleaning services with 54% (64), medical services with 56% (66), and courier services with 40% (48) of all responding OMTs. In comparison to the results of the 2013 and 2014 survey of OMTs, there have been no changes in the ranking of the number of responses. No considerable trend regarding an increase or decrease of common services can be identified as the existing variances relate to response rate differences and the resulting different configuration of the response group.

Unfortunately, there also has been no significant trend towards a better coordination of the provision of support services. The majority of countries still 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 LTA with the service provider. These minimum requirements are supported and highlighted by the UNDG standard operating procedures (SOPs) for the countries wishing to adopt delivering-as-one.

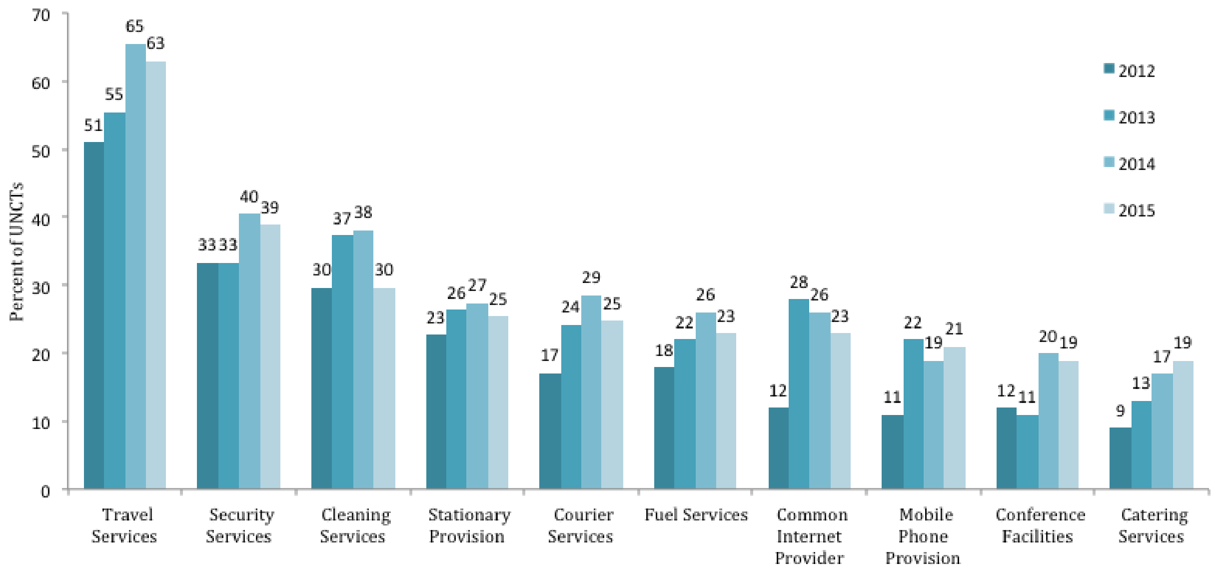
Question 10 validates the responses provided to question 9 and further disaggregates data for a better analysis of the implementation of common services at the country level. The results suggest that a large number of OMTs do not have a clear understanding of the term *common services* and their effective implementation and management at the country level. Question 10 requested the responding OMTs to check the steps that have been taken to establish support services in their countries in accordance with the same list of 34 common services. Accordingly, table XIII displays, how many countries have conducted a cost-benefit analysis, ratified an inter-agency memorandum of understanding or established a common LTA with the service provider for each of the 34 common services.

For instance, while 83% of all countries have answered that the provision of security services has been established as a common service in their country, only 60% of those countries have regulated the provision of this common service with an inter-agency memorandum of understanding. Only 46% of those countries have a common LTA with the service provider in place and 17% have conducted a cost-benefit analysis. While 72% of all countries confirmed to have travel services established as a common service, only 37% of those countries have ratified an inter-agency memorandum of understanding and only 21% have conducted a cost-benefit analysis. However, 87% of those countries that have travel services established as a common service have a common LTA in place.

Overall, 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. As confirmed by the above data on the main challenges of implementing the BOS, there seems to be a significant lack of capacity to study and establish the feasibility of implementing common services and, therefore, effectively harmonizing business practices at the country level.

Graph III below shows the top ten established common services from 2012 to 2015 in regard to the number of implemented common LTAs. For example, as reported by the responding OMTs, the percentage of common LTAs for the provision of travel services has increased from 51% in 2012 to 63% in 2015. The percentage of LTAs for catering services has more than doubled from 9% in 2012 to 19% in 2015. While these percentage rates are subject to variances based on the response rates of the annual surveys and the configuration of the response groups, there is an overall trend towards an increasing number of LTAs since 2012. However, the number of common LTAs as part of common service implementation remains low and the vast majority of UNCTs seem not to seize the opportunities that common services implementation presents in terms of efficiency gains and savings potential.

Graph III: Top ten established common services by number of common long-term agreements



Top ten common long-term agreements 2012-2015

<u>Question 11:</u> 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.)*

Table XIV: Hindrances to the Harmonization of Business Practices 2013-2015

Answer Options	Response In %		
	2015	2014	2013
Lack of agency commitment	35	39	41
Lack of UNCT support and guidance	10	14	16
Lack of RC support and guidance	5	7	7
Lack of support and guidance from agency headquarters	27	29	28
Lack of support and guidance from DOCO	10	6	14
Lack of support and guidance from the UNDG regional team	7	8	13
Different regulations and rules	65	73	86
Different policies and procedures	73	85	85
Lack of financial resources	44	45	50
Lack of OMT capacity	28	21	30
Lack of OMT member commitment	27	21	27
Lack of delegated authority to OMT members	26	23	N/A*
The UNCT did not see that benefits would outweigh the cost by sharing business operations functions	10	11	5

* This option was added to the question for the 2014 Survey of Operations Management Teams.

Similar to the previous OMT surveys, respondents were given a menu of choices to indicate what has been preventing the UNCT in their country from further harmonizing business practices in the different areas of business operations. The above table shows the responses in per cent for the annual surveys between 2013 and 2015.

In 2015, 73% of all respondents stated that different policies and procedures and 65% stated that different regulations and rules have prevented the UN country team in their country from further harmonizing business practices. This presents a reduction compared to the answers in previous years, where 85% of all respondents in 2014 and 2013 answered that different policies and procedures and 73% in 2014 and 86% in 2013 have answered that different regulations and rules have prevented the UN country team from further harmonizing business practices.

Twenty-nine respondents provided optional comments to question 11. A number of OMTs pointed out that they are in the preparation phase of designing a BOS for their country. Some respondents highlighted that their OMT would require additional training as provided through UNDOCO and that their UNCTs are not prioritizing the implementation of the BOS. Some OMTs mentioned that it would be challenging in their country to harmonize business practices, because UN entities would reside in different places and that UN entities would have different priorities. A number of comments related to the need for appropriate staffing. One respondent pointed out that OMT members have individual agency responsibilities which consume most of their time and that there is a need for human resources support based in the office of the Resident Coordinator. One OMT from one of the original 'Delivering as One' countries referred to their cut of the position of Joint Office Operations Manager in 2014. In this regard, the OMT pointed out that there has not been the internal capacity to lead and participate in the OMT or develop the BOS. Two respondents pointed out that the harmonization of business practices is not a priority due to the emergency situation and security concerns in their countries.

It seems that the formalization of business practice reform at the country level through the development of the BOS has positively impacted the perception that different regulations and rules and policies and procedures would impose a major barrier to the harmonization of business practices at the country level. Alongside this positive trend, there is also a steady decrease of the perceived hindrances through a lack of agency and UNCT commitment at the country level. Although there is a slight downward trend, almost half of the OMTs believe that the lack of financial resources creates a barrier to the harmonization of business practices.

As table XIV illustrates, a considerable number of OMTs feel that there are significant hindrances to the harmonization of business practices at the country level. The response rates continue to indicate that there appears to be a considerable lack of commitment by agencies and OMTs, which is coupled with limited capacity and resources. Although with a slight downward trend since 2013, 35% of all responding OMTs stated that there is a lack of agency commitment and 27% stated that there is a lack of support and guidance from agency headquarters. Forty-four per cent of all responding OMTs believe that the lack of financial resources has also prevented the UNCT from harmonizing business practices.

The results suggest that UNCTs still lack coordination at the country level towards the implementation of common services. The low number of inter-agency agreements and conducted cost-benefit analyses indicate that there is a very limited engagement of UNCTs towards calculating the financial feasibility of common services as an alternative to the continued agency-owned implementation of support services. Based upon the results of the OMT surveys in three consecutive years, the majority of UNCTs continue to establish common services very selectively and do not follow a strategic approach to effectively coordinate the harmonization of business practices at the country level.

In addition, the analysis and validation of the responses has also shown that the separate service provision by the same company to individual UN entities at the country level is often wrongly labelled as a common service. UN entities often receive specific services from the same companies, however do not coordinate their relationship with local vendors. This is also a result of the continuous existence of entity-specific departments with little or no inter-agency coordination. The low number of inter-agency memoranda of understanding and common LTAs 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 reveal that it is difficult for OMTs to report on incurred costs and estimated 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 continues to be approached without cost-benefit analyses or development of inter-agency cost sharing agreements that would allow for a proper management, budgeting and cost accounting. The recent roll out and beginning implementation of the BOS seems to provide the necessary context to improve the utilization of the available tools. As the above data on the implementation of the BOS illustrates, it is too early to show the impact of the BOS in countries that are establishing the strategy beyond the estimation of potential monetary benefits.

Question 12: ***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.***

Seventy-eight out of 119 respondents provided comments to this optional question. Most respondents referred to the existence of agency-specific regulations and rules in the areas of finance, human resources, and procurement. A number of OMTs highlighted the lack of agency commitment and capacity to harmonize business practices at the country level. Only a few respondents offered examples of how regulations and rules or policies and procedures have presented a barrier to the harmonization of business practices. For example, on respondent mentioned that agencies would have to follow their own procedures in regard to the approval of procurement processes. A number of respondents stated that existing different procurement authorities and recruitment processes would constitute a barrier. Other responses included auditing requirements, which could not be amended at the country level. Also, the existence of different ERP systems was stated.

Please find a list of selected comments in the annex of this report.

D. Procurement Cooperation

While the majority of UNCTs have implemented at least some common LTAs, there has been no visible progress in the establishment of harmonized procurement practices between 2013 and 2015.

<u>Question 13:</u> 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.)

Table XV: Established harmonized business practices in procurement 2013-2015

Answer Options	Yes in %		
Year	2015	2014	2013
Common Long-term Agreements	83	86	82
Common Procurement Web Portal	11	6	12
Common Vendor Data Base	16	23	24
Common Consultant Roster	20	23	16
Harmonized Procurement Process	14	14	19
Common Procurement Review Committee	19	18	23

As table XV illustrates, most UNCTs have established at least one common LTA. However, there is no visible trend for any of the established harmonized business practices in the area of procurement, except for the implementation of a common vendor data base, which dropped from 24% in 2013 and 23% in 2014 to 16% of all responding OMTs in the 2015 survey. Fluctuations, such as for the implementation of a common procurement web portal, could be the result of the low response rate to the survey in 2014. Except for some outliers, low single digit percentage variances between the 2013 and 2015 surveys do not constitute positive or negative trends in the analysis. However, the above table shows that the implementation of harmonized business practices in the area of procurement has been somewhat stagnant in the past three years. In addition to those country teams that have established common procurement practices, there has been no visible increase in the establishment of common business practices that would improve the coordination of entities at the country level.

The ability to establish common LTAs with local vendors has been described as one of the most important elements of a successful harmonization of business practices at the country level. Long turnaround times for participating agencies as a result of different regulations and rules and authorization levels of individual agency representatives often delay or hinder the establishment of common LTAs. As shown in question 14 below, OMTs were asked if the members of the UNCT are authorized to enter into LTAs without further approval requirements through their regional bureaux or headquarters. Fifty-three per cent of responding OMTs stated that UNCT members have different levels of authorization depending on the amount of the contract. While the 2015 figure is far lower than the result reported in 2014, it is similar to the result obtained in 2013. This can likely be explained by variances in response rates.

Question 14: ***Are members of the UNCT authorized to enter into long-term agreements without further approval requirement through their regional bureaus or headquarters?***

Table XVI: Authorization level of UNCT members 2013-2015

Answer Options	Response in %		
Year	2015	2014	2013
All UNCT members are authorized regardless of the contract amount and contents	8	5	2
UNCT members have different levels of authorization depending on the contract amount	53	82	51
UNCT members have different levels of authorization depending on the contents of the contract	12	44	18
All UNCT members have to submit long-term agreements for review and approval	9	10	9
Don't know	18	13	21

It remains difficult for UNCTs to arrive at common long-term agreements. However, 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 responding OMTs, 57% of all UNCTs utilize standardized inter-agency agreements. Therefore, most of the countries have established at least one inter-agency agreement. Also, the vast majority of country teams increasingly utilize existing long-term agreements by other UN entities at the country level.

Question 15: ***Does your UNCT utilize standardized inter-agency agreements to regulate the management of common services and long-term agreements with third parties?***

Table XVII: Utilization standardized inter-agency agreements 2013-2015

Answer Options	Response		
Year	2015	2014	2013
Yes	57%	54%	56%
Response count	119	84	111

As table XVIII below illustrates, there has been a considerable increase of the utilization of existing long-term agreements by other UN entities at the country level. This is additionally confirmed through some of the comments made by OMTs, indicating that a number of UN entities join existing agreements for the provision of common services. According to the results of the OMT surveys since 2013, the utilization of existing LTAs by all agencies at the country level rose from 70% in 2013 to 87% in 2015.

Question 16: ***In your country, can all agencies utilize existing (agency-owned or common) long-term agreements with external service providers?***

Table XVIII: Utilization of existing long-term agreements by all agencies 2013-2015

Answer Options	Response		
Year	2015	2014	2013
Yes	87%	85%	70%
Response count	119	84	111

Question 17: ***What factors prevent agencies from utilizing existing long-term agreements with external service providers?***

Skip logic: This question was asked only of those respondents, who answered "no" to question 16.

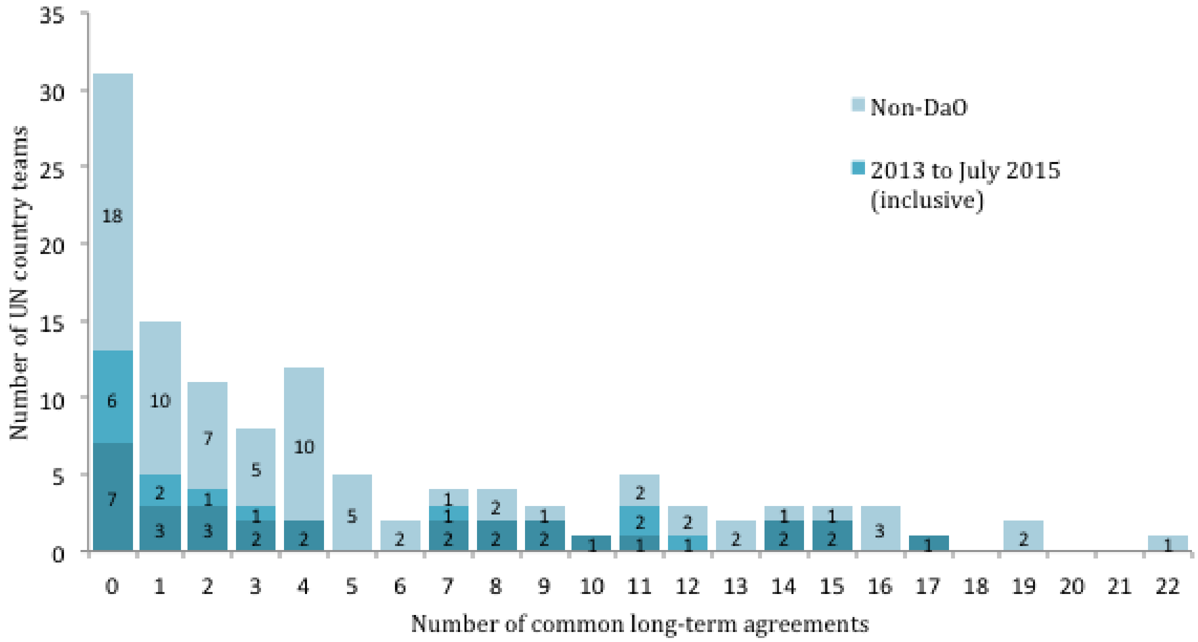
Table XIX: Factors preventing agencies from utilizing existing LTAs 2013-2015

Answer Options	Response In %		
Year	2015	2014	2013
Agencies continue to establish agency-specific long-term agreements	69	54	73
Agencies do not permit other agencies to utilize their long-term agreements	19	8	15
Long-term agreements are not in line with the policies and procedures of all agencies	50	46	39
Agencies do not agree to service provisions in existing long-term agreements	6	8	18
External service providers refuse to include other agencies into an existing long-term agreement	13	8	9
Response count	16	13	33

The responses as illustrated in table XVII and XVIII indicate a trend towards more procurement collaboration between UN entities at the country level between 2013 and 2015. In 2015, only 13% of 119 responding OMTs stated that not all agencies could utilize existing LTAs with external services providers. From those 16 OMTs, 11 stated that agencies continue to establish agency-specific LTAs and 8 OMTs responded that LTAs are not in line with the policies and procedures of all agencies.

A key indicator for the number of established common LTAs could be the status of programme countries in regard to DaO. With an increasing number of DaO countries in recent years and the 'One Office' pillar as part of the approach, one would expect that there is a correlation between the implementation of the DaO approach and the number of common LTAs per country. Graph IV illustrates the number of established common LTAs by DaO status. The graph differentiates between countries that joined the DaO approach between 2006 and 2012, 2013 and July 2015 and non-DaO countries.

Graph IV: Number of established common long-term agreements by number of UN country teams and 'Delivering as One' status



The disaggregation of data by DaO status shows that there seems to be no positive correlation between the implementation of the DaO approach and the number of common LTAs at the country level. For instance, from those 24 UNCTs that established ten or more common LTAs, the majority of 14 UNCTs belong to the group of non-DaO countries. Seven UNCTs have joined DaO between 2006 and 2012 and 3 UNCTs have joined between 2013 and July 2015. Twenty-five of the 44 responding DaO countries have established three or fewer common LTAs as opposed to 40 of the 75 responding non-DaO countries. This corresponds to a percentage rate of 57% for DaO versus 53% for non-DaO countries and confirms that there is no relationship between implementing the DaO approach and the establishment of common LTAs. This supports the interpretation that the harmonization of business practices under the 'One Office' pillar has not been prioritized by many of the DaO countries.

__Question 18:__ 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.)

Table XX: Percentage of UN Financed Procurement done by the Government 2013-2015

Answer Options	Response in %		
	2015	2014	2013
All procurement is carried out by the UN	33	21	33
< 10%	32	37	22
10-25%	18	19	22
26-50%	5	15	12
51-75%	9	4	6
76-99%	3	4	5
All procurement is carried out by the government	0	0	1

A good indicator for the use of national systems is the volume of UN financed procurement that is carried out by the government. As in previous years, most of the UN-financed procurement is carried out by UN agencies. According to the responses received, 33% of all responding OMTs stated that all procurement and 32% of all responding OMTs stated that more than 90% of procurement at the country level is carried out by UN entities. As a result, 65% of all respondents stated that the UN carries out at least 90%, if not all of the overall procurement volume. Accordingly, the UN development system utilizes national institutions for the procurement of goods and services to a considerable extent in only a few programme countries. There has been no trend within the past three years indicating that the government would increasingly carry out procurement as a result of capacity development measures or an increased use of national institutions.

The utilization of national institutions could correlate with a limited capacity of governments to carry out procurement. In this regard the 2016 Secretary-General's report pointed out that the low usage of national systems is not only the result of lack of willingness of the UN development system. Asked about the capacity of governments to assume more responsibility for procurement in UN-funded programmes and projects, more than 60% of all responding OMTs '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. However, according to the results of the survey, most UN country teams have also not established strategies to strengthen government procurement capacities. In only 20% of all programme countries, UNCTs have established a strategy to strengthen Government procurement capacities.

Apart from a 7% variance in the 2014 OMT survey, which could be explained by the lower survey participation rate, there has been no change compared to the 2013 survey results. This indicates that there has been no trend towards a more significant engagement of UNCTs in capacity development measures in the area of procurement.

<u>Question 19:</u> 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 XXI: Perception of government capacity for procurement in UN-funded programmes and projects

Answer Options	Response in %		
	2015	2014	2013
Strongly agree	8	7	4
Somewhat agree	30	38	30
Somewhat disagree	38	37	34
Strongly disagree	24	18	31

<u>Question 20:</u> Has the UNCT established a strategy to strengthen Government procurement capacities?

Table XXII: UNCT strategy to strengthen government procurement capacities 2013-2015

Answer Options	Response		
	2015	2014	2013
Yes	20%	27%	20%
Response count	119	84	110

E. Common Premises

Question 21: ***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 XXIII: Common premises feasibility study 2013-2015

Answer Options	Response		
	2015	2014	2013
Yes	41%	51%	45%
Response count	119	84	111

According to the results of the survey, 41% of all UNCTs have conducted a feasibility study for establishing common premises that has been reviewed by the Task Team on Common Premises (TTCP) at headquarter level. Sixty-seven per cent of all responding OMTs answered that the UN system in their country has established common premises versus 33% that confirmed that they have not established common premises.

Question 22: ***What prevents conducting a feasibility study in your country?***

Skip logic: This question was asked only of those respondents, who answered “no” to question 21.

Sixty-four out of 70 possible respondents provided comments to this question. A number of OMTs stated that the UNCT has not been considering the establishment of common premises. Many respondents pointed out that there is a lack of funding and capacity to progress on the establishment of common premises. Some respondents commented that the discussion with the Government has not progressed and that there was no potential location identified. Also, some OMTs stated that concerns in regard to the security situation would prevent the establishment of common premises. In addition, a number of OMTs stated that they are located in common premises, however have not conducted a feasibility study.

Please find a list of selected answer in the annex of this report.

Question 23: ***Did the UN system in your country establish common premises?***

Table XXIV: Established Common Premises 2013-2015

Answer Options	Response		
	2015	2014	2013
Yes	67%	68%	67%
Response count	119	84	111

The high number of OMTs that confirm the establishment of common premises without a headquarters review process indicates that a many 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. The comparison of percentages between the surveys during the past three years indicates that there have been no changes in the numbers of common premises.

The further disaggregation of data shows the correlation between conducted feasibility studies and established common premises. Figure I illustrates that 18% of those countries that have conducted a TTCP-reviewed feasibility study have not established common premises. At the same time, 57% of those countries that have not conducted a TTCP-reviewed feasibility study stated to have established common premises.

Figure I: Correlation between TTCP-reviewed feasibility studies and established common premises

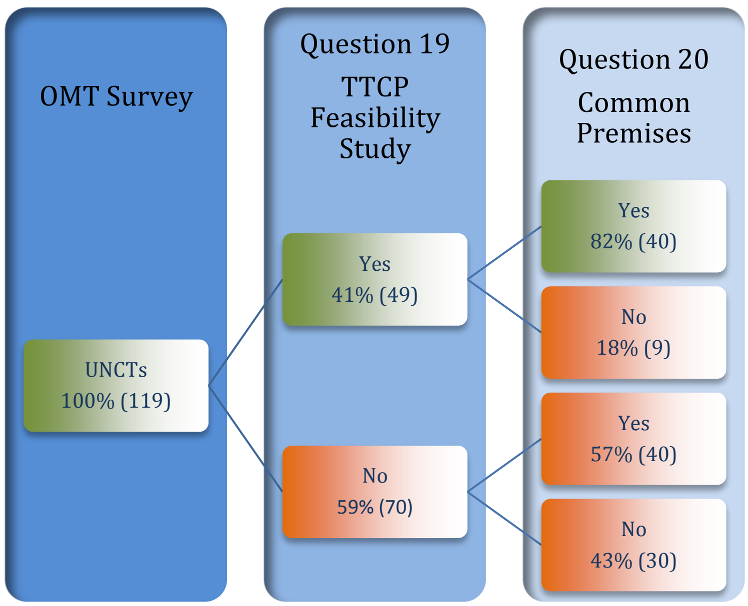


Table XXV below illustrates the overall common premises occupation by UN entity in those 80 countries that have established common premises. Compared to the 2013 and 2014 survey results, there are no particular trends visible in the overall occupation of common premises by UN entity. The reasons for existing variances lie in changes within the response group in combination with the overall lower response rate to the 2014 survey of OMTs. According to the information provided, UNDP co-locates in almost all existing common premises (99%). This is followed by UNFPA (80%), UNICEF (59%), UNV (52%), UN-Women (44%) and UNAIDS (43%).

As in the previous OMT surveys, the 2015 survey revealed that UNCTs have not used the opportunity of physical co-location to implement further reform measures, such department mergers or harmonizing business practices. Despite the physical co-location, most of the support services as provided by UN entities located in common premises continue to be managed through separate agency-specific units. For instance, 78% of all co-locating OMTs answered that procurement continues to be managed through separate agency-specific units. In 45% of all co-located offices, procurement services are also provided under the management of a lead agency. This includes services provided by UNDP as per its UPL, therefore does not indicate that UNCTs have selected a lead agency to manage procurement as part of established common services (see table XXVI).

These results are in line with the 2013 and 2014 surveys. The extremely high number of agency-owned departments reveals that UNCTs have not entirely utilized the opportunities for efficiency gains and cost savings that co-location or common premises provide.

Question 24: ***What prevents the establishment of common premises in your country?***

Skip logic: This question was asked only of those respondents, who answered "no" to question 23.

Thirty-five OMTs answered this question. The majority of respondents stated that there was either a lack of available premises or funds that would prevent the establishment of common premises. Some respondents also pointed out that the security situation in their country would not warrant the establishment of common premises. It was also highlighted that there is a lack of commitment of the residing UN entities.

Please find a list of selected comments in the annex of this report.

Question 25: ***Which of the following agencies co-locate in the established common premises?***

Skip logic: This question was asked only of those respondents, who responded "yes" to question 23.

Table XXV: Common premises occupation by UN entity 2013-2015

UN Agencies	Response in %		
	2015	2014	2013
ECA	1	2	4
ECE	0	0	0
ECLAC	0	0	0
ESCAP	2	2	1
ESCWA	0	0	1
FAO	31	36	24
IAEA	0	0	0
ICAO	1	0	3
IFAD	11	14	12
ILO	26	29	30
IOM	27	21	11
IMO	4	2	1
IMF	6	3	4
OCHA	35	31	34
OHCHR	22	17	20
UNAIDS	43	45	49
UNCDF	6	16	7
UNCTAD	0	0	3
UNDESA	1	2	1
UNDP	99	98	95
UNESCO	17	12	19
UNEP	10	12	11
UNFPA	80	79	82
UNHCR	32	28	26

UN-HABITAT	21	22	23
UNICEF	59	59	57
UNIDO	21	26	24
UNODC	20	22	22
UNOPS	17	26	16
UNRWA	0	0	0
UNV	52	54	43
UN Women	44	43	32
UNWTO	0	0	0
WFP	32	31	26
WHO	38	40	38
World Bank	11	7	8
Other*	31	41	35

*Other: UN-ACT, UNDSS, UNSCO, UNIC, UNICRI, UNU, IFC, ITU, DPA, UNIC, UNORCID, UNON, UNSOA, UNDT, Secretariat Offices, Ombudsman, UNIAP, UNDPI, UNISDR, UNLIREC, UNAMA, ADB, UNDPKO

***Question 26:* 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 asked only of those respondents, who answered "yes" to question 23.

Table XXVI: Management of Business Operations Services in Common Premises

Answer Options	Procure-ment	Human Resources	Finance	Admini-stration	ICT	Rating count
Services are provided through separate agency-specific units	78% (62)	69% (55)	69% (55)	69% (55)	56% (45)	66
Operations staff from different agencies share common office space	10% (8)	8% (6)	9% (7)	10% (8)	14% (11)	15
Services are provided under the management of one lead agency	45% (36)	41% (33)	39% (31)	48% (38)	40% (32)	51
Services are provided through a common UN service centre	8% (6)	4% (3)	4% (3)	16% (13)	10% (8)	22
Services have been partly outsourced to external service providers	8% (6)	6% (5)	4% (3)	8% (6)	20% (16)	28
Services have been fully outsourced to external service providers	4% (3)	0% (0)	0% (0)	0% (0)	1% (1)	3
Answered Question						80
Skipped Question						39

Annex
Selected Comments

Question 4: ***Please explain why your UNCT has not established or decided to develop a UN Business Operations Strategy***
The Country operations are still under emergency status.
For better alignment with the UNDAF. It was proposed that the process of developing a BOS be postponed until the next UNDAF development phase (2016).
Lack of agency commitment; lack of support and guidance from agency headquarters; lack of support and guidance from DOCO.
The OMT is considering the scope and extent of business integration before making a proposal the UNCT.
OMT discuss in the future, in coordination with the UNCT, the need to develop BOS in the context of country's development circumstances.
In 2014 there was a change of RC. The new RC arrived in the country in July. The UNCT during the first half of the year was led by a RC, a.i. During the first year of the new RC the efforts are focused on the programmatic area and the operational one is planned for 2016.
The UNCT decided to increase quantity of common services and started a strategy towards developing the SOP related to Common Operations. However, for the time being, the UNCT will not start BOS since the UN System does not have a common UN house and government did not ask for a DAO model.
It is under consideration. Thus far, OMT has been studying the potential efficiency gains from BOS. With the launch of new UNDAF 2016-2020 this matter is expected to be on the UNCT agenda.
The OMT is exploring the option, as agencies have different policies, regulations and procedures.
Difficult to harmonize across a multi-country context.
Currently the UNCT is exploring the possibility of a UN BOS to address the challenges of a post-conflict scenario. The OMT has been in contact with DOCO to learn about alternatives and international best practices.
The OMT is not aware of why UNCT has not established a un Business Operations Strategy.
It has not been discussed by the UNCT.
Difference in rules and procedures.
This survey is being completed by OMT members. The Business Operations Strategy is not introduced to OMT yet. OMT will liaise with UNRC office to learn more about it and recommend to UNCT to establish if feasible.
At the very initial stage, UNCT is still analyzing the issue. Funds should be found among agencies to establish or decide to develop a UN Business Operations Strategy.
Currently, the relocation of UN House is a high priority requiring consultations with the Government and among UN Agencies and in that regard; most of the effort is focused on this priority.

Question 12: 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.
Both the specific financial and procurement rules and regulations have constrained the UNCT capacities to increase the provision of business operation services. Different levels of delegation of authority have limited the harmonized work of the OMT group.
The effective commitment of the members of the agencies in making decisions during the OMT meetings present a barrier to the full harmonization of business practices. This non-responsiveness is also due to the lower seniority of main OMT participants who are not vested with the relevant authority for decision-making and /or for making clear commitment on behalf of their respective agencies.
Since all UN agencies are accountable to their respective HQs due to funding of programmes, these agencies have different rules and regulations and policies include IT programs and solutions, which in most cases can not be integrated with other systems, it becomes very difficult to operationalize any initiative.
The fact that most agencies here have to wait for authorization from their regional offices. For example, when the OMT requests financial contributions towards an activity, the agencies will have to liaise again with their regional or main HQ and most times the response is negative.
The HR and procurement rules differ by agency. The rules and regulations and/or policies and procedures have presented only a small obstacle to UNCT members harmonizing the business practices. The other is that there were no significant efforts made to harmonize the business practices among UNCT members and this was due to the fact that UNCT members paid more attention to joint programming than harmonizing business operations.
The difference in the Standard Operating Procedures, Financial rules and regulations (different software used by different agencies). For example in finance UNDP uses Atlas, WHO uses GSM, UNICEF uses VISION.
Agencies have their own processes and procedures they are not ready to part ways from.
As much as the DGs of various agencies have signed the SOPs, harmonizing the HR and Financial rules regulations/policies is a challenge as different agencies apply different rules and regulations. Job descriptions for the same levels differ per agency in terms of complexity.
Procedures on procurement LTAs Lack of harmonization between legal documents Examples: 1) Limitation in the use of piggy back modality of LTAs by other UN Agencies, 2) Common arrangements to implement the BCP Business Continuity Plan.
HR Recruitment procedures financial and different review panels do not allow substantive harmonization of business practices.
1. Differing agency procurement policies and procedures. Harmonization of practices is challenged by such things as delegated approval of authority, approval of expenditure and budget allocations, which are not similar agency wide. 2. Differing Human Resource Contracts. Given the specialized nature of some agencies, different contracts and agency rules would challenge the process of harmonizing this administrative function.
During the past years we have received from UNDG several documents related to the harmonization of processes such as "Guidelines for Harmonized Procurement at the Country Level" whose implementation does not exempt or supersede any UN Agency's rules and regulations, generating additional steps and burden in the procurement process. It is important to note that each UN Agency is audited and its own rules and regulations; without having a specific requirement or mandate from Headquarters, these cannot be amended at the country level. We also received the visit of missions, the last one refers to "Harmonization of

vacancy advertisements and selection process at country level for General Service and National Officer positions" and so far the Agencies have not received from their Headquarters clear instructions that allow them to implement at the local level.
HR, Procurement, Finance. Efforts were made to harmonize rates for translators but due to different procedures in setting translation fee, this was not feasible.
1. Different recruitment policies, practices and procedures 2. Use of different vendors for areas such as IT equipment and printing 3. Use of different medical insurance providers with different re-imbursement policies and practices.
Different UN agencies have different procurement rules and procedures. In addition, there is a lack of agency commitment and insufficient capacity.
Apart from UNDP, UNFPA and UN Women, which subscribe to Atlas, other agencies use different financial systems and HR rules and are not decentralized in the same manner as UNDP. In the case of the Joint Office, financial closure dates differ from agency to agency which complicates and leads to delays in financial reporting. Financial management of the latter could be facilitated through access to the UNICEF equivalent of Atlas (Vision).
Too many different policies for procurement, recruitment, in particular non ex-com agencies are very different from ex-com.
Very a few of OMT members are trained on BOS; lack of commitment from some agencies headquarters; lack of time and commitment from other OMT and TF members and UNCT vision and strategy on BOS.
1) Different Purchasing Manuals. *2) Finance Reporting, budget management, cash management guidelines.* *3) Centralization of procedures.*
Human Resources: Some agency contract modalities are global policies that cannot be amended locally. Agencies have different recruitment procedures.
Common Serves: Pool of Drivers and Common IT Services *1. Pool of Drivers: Not possible to harmonized due to different rules and regulations among UN Agencies, not possible to share official vehicles to be driven by drivers from different agencies, due to liability clause, who is liable in case of an accident, no UN Agencies will accept to be liable for other UN Agency's vehicles nor will the drivers.* *2. Common IT Services: Not possible to harmonize as UN Agencies have their own email systems and servers.*
Different modalities of recruitment, Financial Management - Enterprise Resource Planning (ERP) and some UN Agencies have to send request to HQ for approval after joint procurement decisions are taken.
Differences in HR rules do not favor common contracts management and payroll administration. ICT is an area where potential exists in terms of harmonization and cost saving, specifically for common connectivity facilities. But each agency uses its corporate arrangement and the UNCT finally has to deal with multiple VSAT. Diversity of ERPs does not allow for easy data collection to develop the BOS nor to financially report on common services.
Example could be procurement cases. Most of the agencies have their internal procedures and committee requirements that are not case for others. Most of the small agencies in the country carry out their procurement through their regional centers (for example Copenhagen).
There is no cost benefit advantage in harmonizing.

Question 22: ***What prevents conducting a feasibility study in your country?***
No reason prevents conducting such a feasibility study to our knowledge. The issue has not just been discussed yet in the UNCT.
The current conflict and absence of a stable national authority.
The UNCT has engaged the previous government in dialogue on the provision of common premises for the UN.
The feasibility study done in 2013 was rejected by the TTCP under the excuse that it is too expensive to build.
Lack of capacity in Common Service.
Allocated space. Existing crisis - security issues.
There is a UN compound but not enough for all agencies.
UNCT conduct a local feasibility study for the establishment of the common premises, but it was not submitted to the Task Team on Common Premises (TTCP).
Availability of funds and agencies' commitment.
Governmental response in the provision of suitable facilities.
Lack of information and guidance.
Preliminary UNCT discussion did not reveal any interest for common premises. Difficulty to find suitable venue to accommodate all UN agencies. Some buildings proposed by the Government were assessed as non-compliant with seismic requirements.
There is no doubt about advantages of having common premises, however financing is an issue and at this moment the Gov. managed to find an investor and discussions are still in progress.
The feasibility study is pending Govt.'s decision on the relocation of the UN House.
Some Agencies perceived that the short-term costs of moving to common premises outweigh the long-term benefits.
Each agency has their own contract or long term rental agreement
Lack of commitment.
Since agencies are not together it is difficult to have common services/premises.
The size of the operation of each agency that does not justify having the common premises.
Mainly costs. At the present the government has supported the initiative of establishing a UN hub for regional agencies, but because of costs it has not encompassed national offices.
1) The global security threats on UN agencies discourages the concept of common services, 2) Good number of UN agencies have their own premises and 3) the host government did not offer the premises facility and 4) cost of rent.
The UN House is a Government owned building granted rent free to the UN. No need for study.
UN Agencies are already located in different premises, some free of charge as offered by the Government, others are renting. There is no space available in the country, which can accommodate at least 2 agencies to be considered as UN House or common premises.

Agencies moved to the UN House in 1997 and common premises MOUs were established accordingly between UNDP UNICEF and later UNFPA also joined. However as per our knowledge the feasibility study was not conducted at that time and was not approved by TTCP.
We have conducted market research on available premises; the results have been reviewed and a decision has been made by the UNCT.
Lack of UNCT capacities.
Lack of financial resources.
Security requirements and availability of space.

Question 24: ***What prevents the establishment of common premises in your country?***
Lack of proper venue presented from the Government.
The current conflict and absence of a stable national authority.
Probably for architectural reasons, safety considerations as well as for preserving the physical autonomy of each agency.
Currently, there are common premises managed by UNDP for only three agencies and this is due to limited space available.
No building compliant with UNDSS exists in this country and the TTCP does not want agencies to provide funding to build.
Lack of suitable premises from Government.
Financing is an issue and also a new model that UN cannot enter into agreement with the private entity but only with the Gov., the Gov. is looking for an investor at this stage.
Main issues are the Government, which cannot offer any suitable location/building for all or majority of UN Agency's needs. Luck of investment funds on UN side. Several UN Agencies are in Government owned premises for which they are paying very low rents and therefore not very interested into UN House/common premises.
Lack of adequate premises and funds.
1) The global security threats on UN agencies discourages the concept of common premises, 2) Good number of UN agencies have their own premises, 3) the host government did not offer the premises facility and 4) cost of rent.
Lack of space that meet security standard and that can accommodate all UN agencies.
There is no suitable real estate available in the duty station. Financial constraints is another obstacle, some agencies are housed by their Government partner, etc. Vast geographical area that requires extensive travel time to government counterparts that could be done in different zones/areas of the city for each agency.
Sufficient funds and enough space. UN has been allocated a plot by Government and plans to build a common structure are ongoing.
Security issues.